



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

**OPERATIONS MANAGEMENT
NQF LEVEL 2**

(3021012)

**10 December 2020 (X-paper)
09:00–11:30**

This question paper consists of 7 pages.

511QN12010




<p>TIME: 2½ HOURS MARKS: 100</p>
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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 (1.1.1–1.1.15) in the ANSWER BOOK.

- 1.1.1 Businesses exist to satisfy human needs and to get profit in return.
- 1.1.2 Procedures refer to the way things are done in a business.
- 1.1.3 Companies do maintenance to keep the equipment and machinery in good working order.
- 1.1.4 Unhappy customers spread good news about a company. 
- 1.1.5 Companies learn nothing from customers who complain.
- 1.1.6 Internal communication takes place when a business communicates with its competitors.
- 1.1.7 A policy provides a way of doing something that has been officially agreed upon.
- 1.1.8 Once a prototype has been designed, the production stage may begin. 
- 1.1.9 The operations manager's role in the delivery of customer service is to ensure that materials are obtained from suppliers.
- 1.1.10 The internal environment of a business includes items such as exchange rate.
- 1.1.11 Asset is the money required to start a business.
- 1.1.12 Goals and objectives describe the purpose of the weekly action plan.
- 1.1.13 Wearing protective clothing is an example of a safety measure. 
- 1.1.14 Only higher pay motivates employees to be productive at work.
- 1.1.15 A leadership gap takes place when some employees are underqualified and unqualified.

(15 × 1) (15)

- 1.2 Choose an item from COLUMN B that matches a description in COLUMN A. Write only the letter (A–O) next to the question number (1.2.1–1.2.15) in the ANSWER BOOK.

COLUMN A		COLUMN B
1.2.1	Pay which is calculated according to work done	A bench mark
1.2.2	It is one of the techniques to reduce risk 	B prevention
1.2.3	A written list of goals and how the goals will be achieved	C survey forms
1.2.4	When a business delivers a satisfactory service with minimal time and effort	D infrastructure
1.2.5	A set level against which quality can be measured	E commission
1.2.6	This includes that an operations manager must ensure that computers and telephones are working	F inventory
1.2.7	A record of items on hand within a company	G upskill
1.2.8	Buying equipment which is required by a company	H human resources 
1.2.9	They are appointed to ensure that companies are fully compliant to avoid claims for injuries sustained in the workplace	I transport
1.2.10	The profits which a business makes when investing in infrastructure and machinery	J business plan
1.2.11	Given to customers to rate the services received from a business	K procurement
1.2.12	An intervention to improve employee performance	L safety officers
1.2.13	Determines the minimum quality requirements for products 	M return on assets
1.2.14	This function requires operations managers to ensure that goods and services are delivered on time	N SABS
1.2.15	Responsible for recruitment and selection of employees	O efficiency

(15 × 1) (15)

[30]

TOTAL SECTION A: 30

SECTION B

Read the article below and answer the questions.

Another shelter closing?

When the Grace House Shelter was on the brink of closing down a few months ago, everyone panicked. But along came the Christian Lifesavers Foundation to try to save the sinking ship.

They took over the shelter and started dreaming about saving Krugersdorp's most vulnerable residents. They lined up a sponsor who promised to pay their water, electricity and rent for six months and then they started to put their plans in motion.

'Most of the residents at the shelter are elderly people', said JJ van Niekerk. JJ and Elize took the mammoth task of keeping the shelter open. 'I just want others to realise how quickly you can end up in a situation where you have nothing and nowhere to go,' said Elize. In the two months that they have been in charge of the shelter, four people have found work, three people have been sent for rehabilitation and eight other people are being prepared to go for rehabilitation. They have ten people who have changed their lives around and also started with skills programmes for the residents. By doing building work and odd jobs for people around town, they have provided some of the residents with work.


Elize planned to open a hair salon and coffee shop within the next month and if all goes well, the shelter would be self-sufficient within a few months. JJ and Elize said all they are asking is that the businesses in the community donate some of their corporate social investment funds to the shelter.

[Source: www.krugersdorppnews.co.za]



QUESTION 2

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|-----|---|---------|-----|
| 2.1 | Formulate TWO goals for the Grace House shelter. | (2 × 2) | (4) |
| 2.2 | You have been requested to design a floor plan for the shelter. | | |
| | What is the purpose of a floor plan? | (2 × 1) | (2) |
| 2.3 | JJ has to manage risks at the shelter. | | |
| | Explain the strategies he can use to manage health and safety risks as set out by OHSA. | (3 × 2) | (6) |
| 2.4 | The shelter has a financial policy which must be adhered to. | | |
| | Explain what must be included in this policy. | (3 × 2) | (6) |



- 2.5 Explain the benefits when JJ as the operations manager performs his different roles effectively. (4 × 1) (4)
- 2.6 Health and safety is important at the shelter. 
- What should be included in the health and safety programme? (3 × 1) (3)
- [25]**

QUESTION 3

- 3.1 Explain how JJ can execute the following functions as an operations manager:
- 3.1.1 Planning
- 3.1.2 Organising
- 3.1.3 Leading  (3 × 2) (6)
- 3.2 Explain the importance of appointing the following persons within organisations:
- 3.2.1 Internal safety officer (2 × 2) (4)
- 3.2.2 External safety officer (2 × 2) (4)
- 3.3 Give examples of the infrastructure that is required for the shelter to function effectively. (4 × 1) (4)
- 3.4 The shelter is looking for a cleaner.
- State the procedures which must be followed to appoint a cleaner. (4 × 1) (4)
- 3.5 The Krugerdorp community is an important stakeholder for Grace House Shelter.
- Name examples of the community as stakeholders.  (3 × 1) (3)
- [25]**

QUESTION 4

4.1 Most of the employees are threatening to leave the shelter and look for employment at other organisations.

What strategies should be implemented to retain these employees? (4 × 2) (8)

4.2 Elize plans to introduce total quality management (TQM) at the shelter.

4.2.1 Explain THREE techniques for continuous improvement. (3 × 2) (6)

4.2.2 Explain how Elize can apply the following TQM tools:

(a) Brainstorming

(b) Focus groups

(c) Check lists

(3 × 2) (6)
[20]

TOTAL SECTION B: 70
GRAND TOTAL: 100