



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

**OPERATIONS MANAGEMENT
NQF LEVEL 4**

2 March 2020

This marking guideline consists of 6 pages.

SECTION A**QUESTION 1**

1.1	1.1.1	F		
	1.1.2	E		
	1.1.3	H		
	1.1.4	A		
	1.1.5	D		
	1.1.6	J		
	1.1.7	M		
	1.1.8	I		
	1.1.9	B		
	1.1.10	G		
			(10 × 1)	(10)
1.2	1.2.1	True		
	1.2.2	True		
	1.2.3	False		
	1.2.4	False		
	1.2.5	True		
			(5 × 1)	(5)
1.3	1.3.1	Risk associated with the consequences of pollution		
	1.3.2	Preventing any disclosure of information to any unauthorised person		
	1.3.3	Immigration of skilled and trained people to other countries		
	1.3.4	Continuous assessment/monitoring of the effectiveness of a strategy/plan		
	1.3.5	Required for the successful functioning of a business – human, physical and financial resources		
			(5 × 1)	(5)
				[20]
			TOTAL SECTION A:	20

SECTION B**QUESTION 2**

- 2.1
- | Where are we now? | Where do we want to be? | How are we going to get there? | How will we measure our progress? |
|------------------------------------|-------------------------------|--|--|
| Launched Elegance Lifestyle Brands | Franchise the makeup boutique | Opening franchises in Gauteng and Mozambique | Opening the franchise in those regions |
- (4 × 2) (8)
- 2.2
- 2.2.1
- Monitor expenditure of the HR system.
 - Prepare accounts for HR.
 - Draw up the budget for HR.
 - Pay the employees' salaries.
 - Raise finances.
 - Pay training costs for employees. (Any 5 × 2) (10)
- 2.2.2
- Control is a process of measuring, evaluating and adjusting a system's performance. (2)
- 2.2.3
- Data gathering: collecting information from reports to track the status of a system
 - Comparing: matching the operating information with the predetermined to check where the problem is
 - Analysis: detecting the reason for the problem
 - Decision making: selecting the appropriate corrective action from different alternatives
 - Corrective action: making adjustments/changes where necessary (5 × 2) (10)
- 2.3
- 2.3.1
- Flow shop: continuous production operating on a 24-hour basis
 - Job shop: producing products/services per job by completing one service before doing another
 - Cellular production: combining both the flow and the job production system (3 × 3) (9)
- 2.3.2
- Flow shop (1)
- [40]**

QUESTION 3

- 3.1 3.1.1
- Putting customers first
 - Continuous improvement
 - Zero defects
 - Training and development (4)
- 3.1.2
- Quality control: detecting products and services that do not meet quality standards
 - Quality assurance: ensuring that the product/service are not below FM standards (2 × 3) (6)
- 3.1.3
- Set clear objectives: Set objectives based on the business' vision, ethos and purpose.
 - Have strong leadership: Set the objectives and give direction.
 - Put efficient systems and structures: Train employees to do things well and fill up any gap as soon as it is identified.
 - Conduct regular evaluation and implementation of corrective measures: Arrange meetings to discuss progress and check if structures are in place. (4 × 2) (8)
- 3.1.4
- Customer focus
 - Leadership
 - Involvement in people
 - Process approach
 - Systematic approach to management
 - Continual improvement
 - Factual approach to decision making
 - Mutually beneficial stakeholder relationships (Any 6 × 1) (6)
- 3.2
- Equipment availability: percentage of time that equipment is available for use
 - Equipment performance: speed of operation of machine in operation
 - Product quality: total number of good units produced as a percentage to the total produced (3 × 3) (9)
- 3.3 3.3.1
- Short-term plan: achievable within a short period – a week, a month to six months
 - Medium-term plan: achievable in the foreseeable future – a year to three years
 - Long-term plans: achievable over a long period of time – three to five years (3 × 2) (6)
- 3.3.2
- Short term – creating brands that nurture, enhance and restore the stature of our being
 - Medium term – opening franchises in Gauteng and Mozambique
 - Long term – developing their own make-up range (3 × 2) (6)

[45]

QUESTION 4

- 4.1 4.1.1
- Productivity is the efficiency with which inputs of capital and labour are used.
 - Productivity is the quantity of output produced compared to quantity of resources that went into the production. (Any 1 × 2) (2)
- 4.1.2
- Accelerates economic development
 - Improves the quality of life of people
 - Contributes towards the prosperity of all South Africans (Any 2 × 2) (4)
- 4.1.3
- Effectiveness – doing the right things
 - Efficiency – doing things the right way
 - Utilisation – optimum use of human and physical resources
 - Elimination of all forms of waste – resources used (Any 3 × 2) (6)
- 4.2 4.2.1
- Return on investment is a measure of money generated by an investment. An increased ROI indicates a worthwhile investment for financial stakeholders.
 - Return on assets is a measure of how much income is derived from the assets an organisation owns. A high ROA is an indication that assets are used effectively to earn income.
 - Return on equity is a measure of how income is derived from the assets an organisation owns. A high ROE shows that the organisation invests shareholders' money well. (3 × 3) (9)
- 4.2.2
- Establish employee wellness programmes for regular evaluation.
 - Offer employee training and development programmes.
 - Offer employees recognition for good performance – rewards, bonuses, incentives.
 - Conduct employee satisfaction surveys and address factors which lead to customers unhappy.
 - Give employee awards and accreditation.
 - Subject employees to good working conditions. (Any 5 × 2) (10)

- 4.3
- Operational plan objectives: Define and describe the objectives of the operational plan.
 - Identified risks: Define the events associated with the identified risks i.e. what could happen.
 - Probability and impact: Describe the risks in terms of probability, how likely are they to happen, in terms of impact, how bad will it be if it happens.
 - Mitigation and contingency plan: Describe the control activities put into place to alleviate the identified risks – how can the probability be reduced and by how much as well as how can the impact be reduced and by how much.
 - Reduction and exposure to risk: Describe the reduction of risks due to mitigation and contingency plans and describe and assess the exposure to the risk. (5 × 2) (10)
- 4.4
- Introduce yourself.
 - Explain the objective of the presentation.
 - Summarise the presentation.
 - Do not stand in front of the slides.
 - Do not speak too fast.
 - Do not read from a sheet.
 - Always maintain eye contact.
 - Give the audience a chance to ask questions. (Any 4 × 1) (4)
- [45]**
- TOTAL SECTION B: 130**
GRAND TOTAL: 150