



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT NQF LEVEL 4

(3021014)

**12 November 2018 (Y-Paper)
09:00–12:00**

This question paper consists of 7 pages.

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. Write neatly and legibly.
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SECTION A**QUESTION 1**

Give ONE word/term for each of the following descriptions. Write only the word/term next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

- 1.1 1.1.1 A business system used for curbing overspending.
- 1.1.2 Pollution caused by pesticide, herbicides and dumping.
- 1.1.3 The amount of confidence and enthusiasm a person or a group has at a particular time.
- 1.1.4 They are regarded as the most important assets in an organisation as they execute business activities to achieve goals.
- 1.1.5 When you use someone else's writing and thoughts and make it as if you have written it yourself.
- 1.1.6 When a company is unable to pay its debts and legally declares its status.
- 1.1.7 Companies that offer similar products or services to the same target market.
- 1.1.8 It is a visual representation of data and gives a quick overview of the frequency of data.
- 1.1.9 It reflects how an organisation is planning to reach its goals and objectives.
- 1.1.10 A detailed description of how something is or should be designed or made.

(10 x 1) (10)

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

COLUMN A		COLUMN B	
1.2.1	Using a certain code to prevent unauthorised persons to read the information.	A	vision
		B	market share
1.2.2	A commitment from everyone to achieve a shared goal.	C	productivity
		D	buy-in
1.2.3	A term used to describe the loss of customers.	E	GAAP
1.2.4	A widely recognised accepted set of rules, conventions and procedures for reporting financial information.	F	pie chart
		G	attrition
1.2.5	A percentage of total sales of a particular product or service by an organisation in a specific period of time.	H	shareholder
		I	quality circle
1.2.6	A small group of employees that meets to identify, analyse and resolve work-related problems	J	encryption
1.2.7	They are used to visualise percentages and are useful for analysing statistics.		
1.2.8	It explains what the organisation stands for as well as its purpose of existence.		
1.2.9	Efficiency with which inputs of capital and labour are used.		
1.2.10	They invest money in a business and expect a return on their investment.		

(10 × 1)

(10)
[20]**TOTAL SECTION A: 20**

Read the article below and answer the questions.

MZANSI DESIGNERS

'Tailoring new talent is taking the South African fashion world by storm...'

Lesego Malatsi has designs that shake up the South African fashion world. He passionately believes in developing and empowering the next generation of black South African designers. His company, Mzansi Designers is based in Joburg and is nurturing new design talent, creating jobs and catching the eye of the international fashion pack. Mzansi Designers is bringing a more African-inspired fashion to the catwalk and now to the high street too.

After graduating from the Peninsula Technikon with a National Diploma in Clothing Design, Lesego was well aware of all the problems facing fashion graduates in South Africa. It was hard to find a reasonable priced working space and equipment as it is difficult to obtain start-up capital to enter into the business arena, let alone to start a fashion label on your own. Despite all challenges Lesego decided to start his own company and has since launched his own label called Antony Couture cc, which grew to be an internationally successful fashion house. Now he wants to help other up-and-coming designers do the same.

Mzansi Designers aims to design, manufacture and distribute exclusive African-inspired men's and women's wear. The company also acts as a platform for emerging fashion talent, equipping them with all the facilities, skills and extra support which are required to get started. And by doing this, Mzansi Designers improves the people's quality of life by creating sustainable jobs, reducing unemployment and alleviating poverty through the fashion industry.

The company nurtures staff by giving them technical skills training, business management training and running motivational and self-esteem building programmes. As more designers emerge from Mzansi Designers' academy, they start their own designs and become role models as they inspire and enable others to follow in their footsteps. Mzansi Designers is tailoring its own success, but what are the plans for the future? Well, they plan to establish more branches nationally and internationally.

QUESTION 2

2.1 Sales House shop buys from Mzansi Designers.

2.1.1 How can Mzansi Designers improve relations with this shop? (10)

2.1.2 Design a questionnaire that Mzansi Designers will use to determine if they meet the needs and expectations of the shop. (10)

- 2.2 As a design house, Mzansi Designers must tailor-make its designs according to customers' specifications.
- 2.2.1 Indicate the production process that will be suitable for this type of a business. (2)
- 2.2.2 Briefly describe the production process identified in QUESTION 2.1.1 (6)
- 2.2.3 Explain the advantages of this production process. (6)
- 2.3. Lesego wants to ensure that the company fulfils various types of staff needs.
- 2.3.1 Indicate the various types of needs according to Maslow (5)
- 2.3.2 Explain how the company can fulfil each need identified in QUESTION 2.3.1. (5)
- [44]**

QUESTION 3

- 3.1 Explain the security processes that Lesego can apply to company resources during the implementation of the action plan. (9)
- 3.2 Failure to comply with quality procedures will have negative consequences for Mzansi Designers.
- Explain the consequences of failing to comply with quality procedures. (8)
- 3.3 The success of Mzansi Designers depends on all business systems working together to achieve a common goal.
- Explain the factors that will directly affect the business systems of Mzansi Designs. (12)
- 3.4 Designing requires constantly staying abreast of new trends and styles. A research and development system is responsible for ensuring that the business is always on top of its game.
- Explain how the research and development system links with the following business systems:
- 3.4.1 Sales and marketing (2)
- 3.4.2 Production (2)
- 3.5 Explain the elements of productivity in relation to this business. (6)
- [39]**

QUESTION 4

- 4.1 Mzansi Designers like any business, is exposed to risks.
- 4.1.1 Explain how Mzansi Designers can manage the following risks:
- (a) Environmental risks
 - (b) Financial risks
 - (c) Data-confidentiality risks
 - (d) Outdated physical resource risks (8)
- 4.1.2 Mzansi Designers has been requested to design dresses for ABC models. The business is facing a risk associated with outdated physical resources.
- Apply the steps in the risk management plan to address this risk. (18)
- 4.2 There are external factors that influence the operations of a business.
- Explain how these factors can influence operations at Mzansi Designers. (8)
- 4.3 Create a balance scorecard for this company. (8)
- 4.4 You have been asked by Lesego to assist with scenario planning for this business.
- List FIVE steps you will follow during scenario planning (5)
- [47]**
- TOTAL SECTION B: 130**
GRAND TOTAL: 150