



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

**OPERATIONS MANAGEMENT
NQF LEVEL 4**

(3021014)

**13 November 2019 (X-Paper)
09:00–12:00**

This question paper consists of 8 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. Start each section on a NEW page.
 5. Use only a pen with BLUE or BLACK ink.
 6. Write neatly and legibly.
-

SECTION A**QUESTION 1**

1.1 Various options are given as possible answers to the following questions. Choose the correct answer and write only the letter (A–D) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 The process used for measuring, evaluating and adjusting a business system is called ...


- A controlling.
- B planning.
- C motivating.
- D leading.



1.1.2 A phase in which a system is modified using a selection of appropriate corrective actions from different alternatives is known as ...

- A adjustment.
- B analysis.
- C decision making.
- D paired comparison.

1.1.3 ... is NOT a pillar of TQM.

- A Zero defect
- B Training 
- C Accreditation
- D Putting the customer first

1.1.4 When organisations review QMS processes, internal feedback must be obtained from the ...


- A agents.
- B suppliers.
- C investors.
- D employees.

1.1.5 When another party is prepared to cover the costs when a risk could occur:

- A Accepting
- B Mitigating
- C Assessing
- D Transferring



1.1.6 ... is an example of biometrics that can be used to authenticate a person.

- A A photo
- B A voice
-  C A printer
- D Documentation

1.1.7 The common goal of these stakeholders is to avoid price wars:

- A Competitors
- B Employees
- C Customers
- D Government



1.1.8 ... is used by accountants to record and report on financial information.

- A LIFO
- B FIFO
- C GAAP
- D ISO

1.1.9 ... is an example of a non-renewable natural resource.

- A Water
- B Gold
- C Technology
- D Infrastructure




1.1.10 Examples include raw materials, work in process and/or completed goods:



- A Inventory
- B Production
- C Equipment
- D Human resources

(10 × 1) [10]

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

COLUMN A		COLUMN B	
1.2.1	Experienced person who advises or helps a lesser experienced one 	A	quality circle
1.2.2	Method used to evaluate peers	B	mediation
1.2.3	Way in which to visualise percentages	C	brainstorming
1.2.4	Small group of employees who meet to identify, analyse and resolve a problem	D	brain drain
1.2.5	Used to link variables together in a framework	E	scenario planning
1.2.6	Basic information given to identify and locate text for reference purposes	F	customer services
1.2.7	Immigration of skilled workforce to other countries	G	mentor
1.2.8	Offering advice and dealing with complaints and queries 	H	business system
1.2.9	Combination of people and automated applications used to meet business objectives	I	pie chart 
1.2.10	Gives details on how to design or make a product	J	profitability
		K	citation
		L	productivity
		M	specification

(10 × 1)

(10)


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

SECTION B**SCENARIO**


Read the following scenario carefully and answer questions:


TOURIKASI

Founders of Tourlkasi, Nomhle Mthembu and Ntokozo Nkosi, have created an innovative platform to help township businesses thrive.

Across the globe, an increasing number of tourists are visiting townships and slums in search of unique and authentic experiences. Township tourism can play a vital role in highlighting cultural and heritage attractions outside of traditional tourist areas, while creating opportunities for small businesses and employment. 

'We decided to create a platform to showcase our townships and make it easy for people to find these great places,' says Nkosi. 'We have come up with a novel way of getting our clients off the well-worn tourist trail and into the heart of townships, allowing them to witness life as it is lived by the vast majority of South Africans. In these lesser-travelled areas, there is a cultural richness guaranteed to rival that of the big cities.'


Tourlkasi was established in 2016 and the business partners faced several challenges in getting it off the ground. They struggled to get buy-in from businesses in the townships because they did not understand digital marketing, and it was hard to establish credibility among tourists. They worked tirelessly to promote their service offering, which includes online digital marketing services, community tours, accommodation bookings and business listings. 

'The aim is to market townships not only to international guests but also to regular South Africans. We want to drive traffic into the townships, which will help businesses and the township economy grow. Furthermore, we hope to promote a positive narrative around townships and encourage the exchange of ideas,' says Mthembu. 

The business partners have big plans for the future. They envision growing the number of businesses listed to 150 in a year's time, joining national tourism bodies. Forming strategic partnerships with both the private sector and the public sector is their next step. They also plan to expand across the country and produce a magazine and TV show that will showcase township attractions.


[Source: Adapted from <http://www.destinyconnect.com>]

QUESTION 2



Because Tourlkasi is a fairly new business venture, the owners will need to plan to remain sustainable. 

Nomhle and Ntokozo have to plan every activity thoroughly.

- 2.1 Identify the different types of goals/plans for this business. (3 × 2) (6)
- 2.2 Nomhle and Ntokozo should compile an operational plan.
State the contents of an operational plan. (5 × 1) (5)




- 2.3 Tourlkasi, as a new business, needs people with skills to achieve its goals.
- 2.3.1 Define what a *skill* is.  (2)
- 2.3.2 Explain the types of skills that employees of Tourlkasi should have to achieve its goals. (4 × 3) (12)
- 2.4 Explain SIX external environmental factors that may hamper Tourlkasi from achieving its set goals. (6 × 2) (12)
- 2.5 List THREE different operations measurements that Tourlkasi can use to view its overall effectiveness of equipment (OEE). (3)
- [40]**

QUESTION 3

- 3.1 Tourlkasi is a unique business; therefore, it is vital that it maintains quality service in all its dealings to remain viable.
- 3.1.1 What are the quality needs of this business? (4)
- 3.1.2 Quality needs can differ from one business to another.
-  How can Tourlkasi meet its quality needs? (4 × 2) (8)
- 3.1.3 Explain why quality is important to clients of Tourlkasi. (3 × 2) (6)
- 3.1.4 If clients of Tourlkasi are not satisfied with the quality of service the company provides, it could hinder the company's success.
- State the actions that Tourlkasi can take to retain its clients. (5 × 2) (10)
- 3.2 Tourlkasi, like any new and existing business, is exposed to numerous risks.
- 3.2.1 List SIX risks that may disrupt operations at Tourlkasi. (6)
- 3.2.2 Indicate the strategies that the business can use to mitigate the risks stated in QUESTION 3.2.1. (6)
- 3.3 It is important for Tourlkasi to maintain a competitive advantage.
- Describe a competitive advantage.  (4)
- [44]**

QUESTION 4

Selina Dube was recruited for the position of operations manager to oversee the activities of Tourlkasi. She must ensure that the business is productive and she should take actions that will eliminate losses. Thomas Zwane is the marketing manager.

- 4.1 One of Selina's tasks is to link all business systems of Tourlkasi. 
- 4.1.1 State the functions of the human resources system. (5)
- 4.1.2 What are the functions of the finance system? (5)
- 4.1.3 Explain the factors that will directly affect the business system. (4 x 2) (8)
- 4.2 Selina must ensure that Tourlkasi is productive. This will make investors happy, as they will receive a return on their investments.
- 4.2.1 Define *productivity*.  (2)
- 4.2.2 Explain the FOUR elements of productivity. (4 x 2) (8)
- 4.2.3 List the SIX steps to be followed when evaluating peers, using the brainstorming method. (6)
- 4.3 Explain the following performance indicators:
- 4.3.1 First-request fix rate
- 4.3.2 Customer attrition rate
- 4.3.3 Return on equity
- 4.3.4 Opportunity success rate
- 4.3.5 Overtime rate 
- 4.3.6 Return on assets (6 x 2) (12)
- [46]**
- TOTAL SECTION B: 130**
- GRAND TOTAL: 150**