



**higher education  
& training**

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

**NATIONAL CERTIFICATE (VOCATIONAL)**

**OPERATIONS MANAGEMENT  
NQF LEVEL 4**

(3021014)

**7 November 2022 (X-paper)  
09:00–12:00**

**This question paper consists of 8 pages**

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| <p><b>TIME: 3 HOURS</b><br/><b>MARKS: 150</b></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 blue or black pen.
  6. Write neatly and legibly.
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**SECTION A****QUESTION 1**

- 1.1 Various options are provided as possible answers to the following questions. Choose the 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 features and qualities that distinguish a product or service:

- A Standardization
- B Specification
- C Competitive advantage
- D Price



1.1.2 It is the future goal of an organization:

- A Mission
- B Ethos
- C Strategy
- D Vision

1.1.3 Using or writing another person's thoughts as if they were your own:

- A Plagiarism
- B Citation
- C Brain drain
- D All of the above



1.1.4 Using physical resources effectively will result in ...

- A decreased profits.
- B decreased wastage.
- C decreased capacity.
- D decreased morale.

1.1.5 A chart used to display information:

- A Bar
- B Pie
- C Mind map
- D Idea map



1.1.6 An example of natural resources:

- A Equipment
- B Cars
- C Tools
- D Coal



1.1.7 ... is one of the proposed actions in the implementation of the QMS.

- A Quality needs
- B Training
- C Overstaffing
- D Motivation



1.1.8 Equipment availability and performance, as well as product quality, measures ...

- A EEO.
- B OEE.
- C ROE.
- D QEI.

1.1.9 ... is the result of employing an unskilled worker.

- A High accidents
- B High quality product
- C High quantity produced
- D High morale



1.1.10 ... is the period a person serves as an assistant in order to acquire experience in an occupation or profession.

- A Mentorship
- B Guardianship
- C Internship
- D Membership

(10 × 1) (10)

1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 High overtime rates indicate a high workload.



1.2.2 A mentor intervenes to bring about an agreement between two parties.

1.2.3 Continuous improvement is a pillar of Total Quality Management.

1.2.4 Cue cards contain key words or terms from the information to be presented.



1.2.5 QMS must be documented in order to trace information.

1.2.6 Ranked data is a method used to create qualitative information from quantitative information.

- 1.2.7 Citation can be used when developing a risk management plan. 
- 1.2.8 A quality circle is a small group of employees who gather to identify, analyse and resolve work-related problems.
- 1.2.9 Overproduction is acquiring items when they are actually needed.
- 1.2.10 The result of not complying with quality procedure is high staff morale. 

(10 × 1)

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

## SECTION B

Read the scenario below and answer the questions.



### **This unemployed Joburg student started a courier company that is now thriving**

After listening to a friend complain about the terrible service she received from several established courier companies, Boitumelo Mokoena decided to take matters into her own hands.

“My best friend Puleng, who is a fashion designer, one day complained about the poor service she was receiving from some of the courier service companies. Most of the parcels would arrive late and some got lost. The worst thing that happened was when the wedding dress for a South African celebrity arrived late, causing the wedding to be delayed. Because I have a bakkie, Puleng requested that I start to courier her parcels,” Mokoena told News24.

It was this conversation that led to the inception of Boity M Courier (BMC). With little experience but a lot of determination, the unemployed mother launched her courier company in September 2019. The company collects parcels and delivers them by the next day. “I do not want a parcel to take more than two days to be delivered,” Mokoena said. Thanks to her determination, she found herself delivering as many as 200 parcels a day in Gauteng.



Although Mokoena was able to attract a group of loyal customers, six months into her operations, she faced a major hurdle—the country going into lockdown to curb the rapid spread of the Coronavirus, which meant business operations had to be halted. But when restrictions started to ease, Mokoena was back in business and her business grew from strength to strength. BMC currently employs seven people, including three drivers, three administration assistants and a cleaner.

In an interview with a local radio station, Boitumelo said “Most of my clients are women, and they push me to work harder. We’ll soon be operating in Rustenburg in North West, before the end of the year, we plan to deliver parcels internationally, and to achieve this we will have to open branches and provide courier services in the whole of South Africa.” The business operates from a rented building in Midrand, Gauteng province.



[Adapted from: [www.news24.com](http://www.news24.com)]

## QUESTION 2

- 2.1 All businesses strive for growth and expansion in the market in which they operate.
- 2.1.1 Identify the goal for BMC. (1 × 2) (2)
- 2.1.2 Explain how the goal mentioned in QUESTION 2.1.1 will be achieved. (1 × 2) (2)
- 2.1.3 Give possible strategies that Boitumelo can implement that will give BMC a competitive advantage. (3 × 2) (6)



- 2.2 For BMC to remain competitive, Boitumelo has asked you to develop a risk management plan.  (12)
- Give SIX steps that you will follow to develop the plan.
- 2.3 It is important that Boity M Couriers implements QMS in all areas to ensure quality in all its dealings.
- 2.3.1 Discuss the impact of quality on business operations. (4 × 2) (8)
- 2.3.2 Explain FIVE external factors that may hinder the successful implementation of QMS in this business.  (10)
- 2.4 Boitumelo wants to give a PowerPoint QMS presentation to her employees.
- What guidelines must she consider when giving a presentation? (5 × 1) (5)
- [45]**

### QUESTION 3

Stakeholders are the life-blood of every business and BMC should strive to meet the expectations of all stakeholders. 

- 3.1 Explain why it is important for this business to collect, collate and evaluate information from stakeholders. (3 × 2) (6)
- 3.2 Boitumelo wants to give employees a questionnaire to determine their level of satisfaction with the business.
- Give FIVE examples of questions that should be included in the questionnaire. (5 × 1) (5)
- 3.3 BMC as a business should develop and implement strategies to retain its stakeholders.
- 3.3.1 Give ways in which this business can retain its clients. (4 × 1) (4)
- 3.3.2 How can BMC improve its relationships with its employees? (5 × 2) (10)
- 3.4 Give the steps that Boitumelo should follow when evaluating her peers using the brainstorming method.  (6 × 1) (6)

- 3.5 Puleng, a fashion designer, uses the cellular production process in her business. 
- 3.5.1 Explain the *cellular production process*. (1 × 2) (2)
- 3.5.2 Give THREE advantages of this production process. (3 × 2) (6)
- 3.5.3 Name the elements of productivity relevant to Puleng's business. (3 × 1) (3)
- 3.6 What are the long-term effects of the low performance of physical resources in a business?  (3 × 1) (3)
- [45]**

#### QUESTION 4

- 4.1 Business systems in Boity M Couriers should link to each other for a variety of reasons.
- 4.1.1 Define a *business system*. (2)
- 4.1.2 Why should business systems link with one another? (3 × 2) (6)
- 4.1.3 How will Sales and Marketing link with Human Resources? (5 × 2) (10)
- 4.2 Boity M Couriers requires different resources to function efficiently.
- 4.2.1 State THREE types of resources required by BMC.  (3 × 1) (3)
- 4.2.2 Give ONE example of each of the resources mentioned in QUESTION 4.2.1. (3 × 1) (3)
- 4.3 Boity M Couriers is exposed to high risk on a daily basis. Their stakeholders should feel their information is safe and secure.
- 4.3.1 Discuss *data confidentiality risk*. (3 × 2) (6)
- 4.3.2 Explain TWO ways to deal with this type of risk. (2 × 3) (6)
- 4.3.3 The above mentioned risk will affect the execution of an operational plan for this business. 
- What is the purpose of an operational plan? (2 × 2) (4)
- [40]**

**TOTAL SECTION B: 130**  
**GRAND TOTAL: 150**