



education

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SUBJECT GUIDELINES

OPERATIONS MANAGEMENT

NQF Level 4

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OPERATIONS MANAGEMENT – LEVEL 4

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INTRODUCTION

A. What is Operations Management?

Operations Management focuses on carefully managing the processes to produce and distribute products and services. Usually small businesses do not refer to “Operations Management” but they carry out activities that equal Operations Management. Operations Management concerns all operations within the organisation and includes management of purchases, inventory control, quality control, storage, logistics and evaluations. A great deal of focus is on efficiency and effectiveness of processes. The way Operations Management is carried out in an organisation depends very much on the nature of business, its products and services, for example retail, manufacturing, wholesale and so on.

B. Why is Operations Management important in the Management programme?

Understanding Operations Management will create awareness of the importance of quality concerning execution of processes which ensures that a business functions optimally, thereby focussing on high levels of production and ultimately resulting in prosperity and sustainable business.

C. The link between Operations Management Learning Outcomes and the Critical and Developmental Outcomes

- Collect, analyse and organise information relating to the functions of current operations managers.
- Collect, organise, analyse and critically evaluate the role and interests of stakeholders so that appropriate techniques are selected for approaching and obtaining a positive response from stakeholders.
- Demonstrate an understanding of the world as a set of interrelated systems by recognising that factors influencing the business operations do not exist in isolation and that wider economic issues, supplier and community issues can affect operations and the quality of delivery of the business.
- Participate as responsible citizens in the life of local, national and global communities by ensuring that business operations are managed proactively and that all safety regulations, risk factors and legal issues are considered while operations are managed proactively within the context of economic, socio-political and community trends and developments and that all safety regulations, risk factors and legal issues are considered.
- Organise and manage oneself and one’s activities responsibly and effectively to ensure business operations are managed proactively and in order to be able to deliver quality services to all stakeholders.
- Communicate effectively using visual, written and verbal communication modes to manage operations plans for a business when liaising with stakeholders so that a clear understanding is gained of the benefits available to stakeholders in exchange for their support.
- Work effectively with others as a team, group, organisation or community to compile and manage an action plan for business operations and to ensure that quality delivery is implemented.
- Identify and solve problems using critical and creative thinking processes to manage business operations when interacting with stakeholders so that appropriate actions can be initiated to maintain beneficial relationships between stakeholders and business practice.

D. Factors that contribute to achieving Operations Management Learning Outcomes

- Particular business interests and exposure to particular business experiences
- Predisposition to certain capabilities such as communication or creativity
- Analytical ability
- People-centredness
- Keen powers of observation
- Organising skills
- Delegation abilities

1 DURATION AND TUITION TIME

This is a one year instructional programme comprising 200 teaching and learning hours. The subject may be offered on a part-time basis provided all of the assessment requirements set out hereunder are adhered to.

Students with special education needs (LSEN) must be catered for in a way that eliminates the barriers to learning.

2 SUBJECT LEVEL FOCUS

Develop and assess an operational plan

Range: Plan includes but is not limited to goals, objectives, activities, timeframes, responsible persons, resources, costs and quality.

3 ASSESSMENT REQUIREMENTS

3.1 Internal assessment (50 percent)

All internal assessments must be finalised by a certified assessor with at least a certificate of competence from an accredited provider.

3.1.1 Theoretical Component

The theoretical component forms 40 percent of the internal assessment mark.

Students will be exposed to the following methods of assessments: case studies, assignments, integrated activities, knowledge test, group work and group exercises.

3.1.2 Practical Component

The practical component forms 60 percent of the internal assessment.

All practical components must be indicated in a Portfolio of Evidence (PoE).

• **Some examples of practical assessments include, but are not limited to:**

- Role plays, discussions, presentations (lectures, demonstrations, group discussions and activities, practical work, observation, role play, self-activity, judging and evaluation)
- Exhibition by students
- Visits to industry undertaken by students based on a structured assignment task
- Research
- Task performance in a simulated/ structured environment
- Execution of a weekly operational plan in any work area
- Structured environment: Behavioural Observations
- Use of Aids and PoE
- To do research at a very low level; gathering, collecting of information and organising of the same, before executing the weekly operational plan.

• **Definition of the term “Structured Environment”**

“Structured environment” for the purposes of assessment refers to an actual or simulated workplace, or workshop environment. Activities in the actual or simulated workplace or environment must be documented in a logbook with a clear listing of the competencies to be assessed. The following information must be contained in the logbook:

- Nature of the department or environment in which the practical component was achieved
- Learning Outcomes
- Activities within the environment to achieve the outcomes
- Period spent on activities
- Signature of facilitator/ supervisor and student

For the logbook to be regarded as valid evidence it must be signed off by an officially assigned supervisor.

• Evidence in practical assessments

All evidence pertaining to evaluation of practical work must be reflected in the student's PoE. The assessment instruments used for the purpose of conducting such assessments must be part of the evidence contained in the PoE.

Examples of evidence to be filed in PoE: workplace or structured environment documentation, observation checklists, research assignment, theoretical assignments and any subject related documentation except theory notes.

3.1.3 Processing of internal assessment mark for the year

A year mark out of 100 is calculated by adding the marks of the theoretical component and the practical component of the internal continuous assessment.

3.1.4 Moderation of internal assessment mark

Internal assessment is subject to both internal and external moderation procedures as set out in the *National Examination Policy for FET College Programmes*

3.2 External assessment (50 percent)

A national examination is conducted annually in October or November by means of a paper set, marked and moderated externally.

Details in respect of external assessment are contained in the *Assessment Guidelines Operations Management* (Level 4).

4 WEIGHTED VALUES OF SUBJECT OUTCOMES

TOPICS	WEIGHTED VALUE
1. Business system analysis	10
2. Total quality management systems	20
3. Controlling business operations	30
4. Stakeholder satisfaction analysis	20
5. Evaluate business operations	10
TOTAL	100

5 CALCULATION OF FINAL MARK

Continuous assessment: Student's mark/100 x 50/1 = a mark out of 50 (a)

Theoretical examination mark: Student's mark/100 x 50/1 = a mark out of 50 (b)

Final mark: (a) + (b) = a mark out of 100

All marks are systematically processed and accurately recorded to be available as hard copy evidence for, amongst others, purposes of moderation and verification as well as for the purpose of reporting.

6 PASS REQUIREMENTS

The student must obtain at least fifty (50) percent in ICASS and fifty percent (50) in the examination.

7 SUBJECT AND LEARNING OUTCOMES

On completion of Operations Management Level 4 the student should have covered the following topics:

Topic 1: Business system analysis

Topic 2: Total quality management systems

Topic 3: Controlling business operations

Topic 4: Stakeholder satisfaction analysis

Topic 5: Evaluate business operations

7.1 Topic 1: Business system analysis

7.1.1 Subject Outcome 1: Analyse an organisation with respect to linkages and interdependencies of its business systems.

Learning Outcomes:

- Identify the business systems and their linkages within the students' specific environment within the organisation, and present information in a visual format.
- Analyse and describe the interdependence of the business systems, referring to the visual presentation made.
- Identify areas of business improvement in terms of linkages. Document and present the outcome to the managers.

7.2 Topic 2: Total quality management systems

7.2.1 Subject Outcome 1: Determine, motivate and present actions that will enhance the quality systems of own business environment.

Learning Outcomes:

- Identify quality needs of an organisation or simulated business to ensure that operations are conducted in a manner that emphasises quality.
- Identify actions necessary to meet the quality needs of an organisation or simulated business.
- Identify the implications of the proposed actions to meet the quality needs of an organisation or simulated business.
- List the activities associated with the proposed quality activities against the applicable activity
- Present the proposed needs and activities to enhance quality systems to the management of the organisation in a formal presentation.
- Explain the consequences and risks associated with non-compliance to quality procedures with examples.

7.3 Topic 3: Controlling business operations

7.3.1 Subject Outcome 1: Plan and control business operations in a structured business environment

Learning Outcomes:

- Identify an area in which a short term operational plan can be executed.
- Provide a plan to control the operations within a specific area of a structured business environment.
- Identify available human resources who are fit for purpose for the implementation of an operational plan within a specific area, and document this in the plan.
Range: Resources could include lawyers, accountants, specialist consultants, own employees with expertise and contractors.
- List security processes and procedures which will be followed during the implementation of the operational plan.
Range: Security processes could include environmental security, information confidentiality and measures for alleviating risks in respect of physical, financial and human resources.

7.3.2 Subject Outcome 2: Implement actions to mitigate risks within the operational plan.

Learning Outcomes:

- Identify and list possible risks that might impact on the execution of the operational plan.
Range: Risks could include environmental risks, data confidentiality, outdated physical resources, unskilled workforce, financial risks and lack of resources.
- List security processes and procedures which will be implemented during the implementation of the operational plan.
Range: Security processes could include environmental security, information confidentiality and measures for alleviating risks to physical-, financial- and human resources.
- Document actions that will alleviate the identified risks as listed in the operational plan.
- Implement the presented short term operational plan within a structured business environment.
- Implement security processes within the operational plan as stipulated.

7.3.3 Subject Outcome 3: Assess risks and make suggestions in terms of control activities that would alleviate same risks in future.

Learning Outcomes:

- Assess risks that occurred during the implementation of the provided plan or any other component of the larger operational plan of the business into their impact on reaching company objectives, and maintaining industry standards.
- Document in a formal presentation format, the control activities to alleviate the same identified and assessed risks in the future.
- Identify and list key risk areas for the specific business environment with the purpose for these areas to be monitored and precautions to be taken to ensure sound operational practices in the future.
- Deliver a presentation that will inform the staff and managers of the risks that occurred during the implementation of the operational plan, the control activities that were taken as well as risks that might occur in future practices and how these could be alleviated. The presentation could take an electronic format or alternatively one visual media should be utilised.

7.4 Topic 4: Stakeholder satisfaction

7.4.1 Subject Outcome 1: Apply techniques to establish positive stakeholder relationships.

Range: Stakeholders may include employees, customers, shareholders, service providers, suppliers
Techniques may include: negotiations, transparency, high service levels, and high performance levels.

Learning Outcomes:

- List techniques to improve stakeholder relationships in terms of a structured business context as well as business in general.
- Discuss methods to build and maintain relationships between stakeholders and business practices within a particular context or case study.
- Describe the various contexts where a positive stakeholder response is required in order to achieve the needs and aspirations of an organisation or structured business.
- Identify stakeholder related problems during interaction with stakeholders or via discussion with peers, so that actions can be initiated to maintain beneficial relationships.
- Evaluate own ability to conduct oneself in such a manner to meet the expectations of the stakeholders in the operation.
- Design or contextualise current instruments that collect information from stakeholders' for the purpose of determining satisfaction levels and further needs.
- Use revised evaluation instruments to collect, collate and evaluate information obtained from stakeholders in order to determine levels of satisfaction.
- Actions are suggested to address the issues that hinder maintenance of stakeholder satisfaction.

7.5 Topic 5: Evaluate business operations

7.5.1 Subject Outcome 1: Evaluate the components and systems, policies and procedures within current business operations in own structured business environment.

Learning Outcomes:

- Evaluate the selection of physical resources in terms of productivity within the current business operations of a structured business environment.
- Evaluate the performance of physical resources in terms of productivity within the current business operations of a structured business environment.
- Evaluate current business systems of operation including the policies and procedures that enable these operations; against current performance of a business in a selected area of operation.

7.5.2 Subject Outcome 2: Improve productivity in a structured business environment.

Learning Outcomes:

- Explain basic concepts of productivity with examples.
Range: Concepts could include planning, implementation, input, output within scheduled timeframe, equipment and machinery, measuring own productivity levels
- Evaluate own productivity during the implementation of the operational plan, using a tool that has been approved by the Quality Management Team of the business or any authorised person.
- Conduct peer evaluation on the implemented operational plan, using a tool that has been approved by the Quality Management Team of the business or any authorised person.
- Establish and document measures to improve individual productivity. Measures could include work studies, specialist advice, overtime, incentives

8 RESOURCE NEEDS FOR THE TEACHING OF OPERATIONS MANAGEMENT - LEVEL 4

8.1 Physical resources

Building infrastructure for a simulated enterprise, department fixtures, networks.

8.2 Human resources

Minimum educator qualifications and training, ongoing upskilling requirements, facilitators trained for a simulated environment.

8.3 Other resources

Consumables, individual tools and equipment requirements, learning materials and resources.