

SOLEMN DECLARATION - GROUP ASSIGNMENT

Solemn declaration by students

Module: Operations Management
 Module Code: MBAA812
 Assignment No.: **Portfolio of Evidence**
 Assignment due date :08/05/2021

We hereby declare that the assignment which we herewith submit to the North-West University as partial completion of the requirements set for the MBA degree is our work.

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DATE: 20 May 2021 _____

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Table of Contents

1. Community Project Description	1
2. Operations Management Principle Used	2
2.1. Project Management	2
2.2. People Management	3
2.2.1. Ergonomics.....	4
2.2.2. Visuals at Workplace	4
2.3. Inventory Management	5
3. Project Sustainability	7
3.1. Project Management	7
3.2. People Management	8
3.3. Inventory Management	8
4. Impact on Stakeholders.....	8
4.1. Impact on Vaal MBA Group	9
4.2. Impact on the School	9

1. Community Project Description

The community project selected for the Vaal 1 group is a township public primary school. The profile of Tsatsi primary school is indicated in figure 1 below. “Tsatsi” name is derived from Sesotho and it means the Sun. The school slogan is “*Re kgantshetsa setjhaba*” meaning “*We enlighten the nation*”.

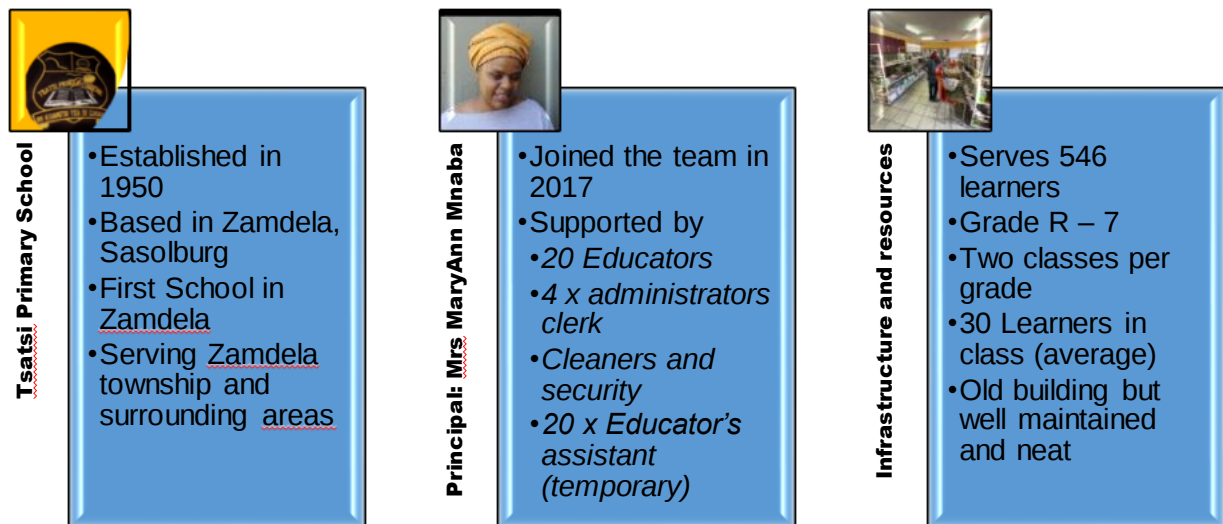


Figure 1: Tsatsi Primary School Profile

Tsatsi Primary School is an educational institution providing learning, skills and knowledge transfer to previously disadvantaged learners from poor and impoverished families or communities. The school is providing literacy as a key priority by ensuring availability of reading period, extra time infused in the time table for more contact time, extra support for struggling learners and daily mental mathematics.

The school is classified as quantile 3. It means that the school is exempted from paying school fees and receive limited funding from the department of education. Tsatsi Primary School is section 20 school with school governing body allowed, and resources supplied by the provincial department. The school is non-profit organisation, generating additional funding from fundraising initiated by school (Parents, learners and teachers) and donations from companies. e.g. sanitizers from Sasol. However, Covid 19 made it difficult to raise funding from fundraising. Hence a focus on pursuing donations.

2. Operations Management Principle Used

The Vaal MBA study group explored six Operations Management principles for Tsatsi Primary School. The themes used are project management, people in operations, inventory, scheduling, quality and maintenance. However, due to limited time, the three operations management principles recommendations that was focused on is Project Management, People in Operations and Inventory Management. The team will continue to support, influence and negotiate the implementation of other recommendations as there will be value and benefit to the school. The three principle will be discussed in detail below.

2.1. Project Management

Project management has traditionally been considered an “engineering” property, but as evidence shows these concepts can be applied to projects of any nature allowing visualizing objectives and align resources to obtain the expected outcomes. Fundamentally project management for education institution is about adopting a structured approach to what you should do instinctively. Project management compliance gives you a framework; for example, at certain points in the process it prompts you to take a step back and reflect on progress and what options are available.

The project management methodology describes how a project is divided into manageable stages, enabling efficient control of resources and regular progress monitoring throughout the project.

The school initiated a computer laboratory refurbishment projects, led and managed by the principal. The room, high level activities and learning programmes to be used were identified. Cargo Carriers was identified as a sponsor to supply computers.

The Vaal MBA group analysed the project management principle used and find the following gaps: no project methods existed, deliverables of project not clear (Time, Cost and Quality), no technique used, some of high-level activities identified. The school did not have a project management approach or template that was documented to utilise for project initiation, scoping, execution and reporting.

The group proposed and developed a user-friendly project management template on an excel spreadsheet filled with different tabs including deliverables/objectives, timelines/milestones, status/tracking, simple Gantt chart, stakeholders and their roles, communication plan, budget and risk management matrix which was handed over to the school principal to be utilised on future projects. The template shown in figure 2 was populated using the computer lab project that was underway as an example and presented to the school principal, the training was provided on which area to populate whenever there is a new project. The school principal and sponsor indicated that they will be utilising the template to plan for the upcoming 75 years celebration for the school. The complete excel sheet is included as an additional template on attachment.

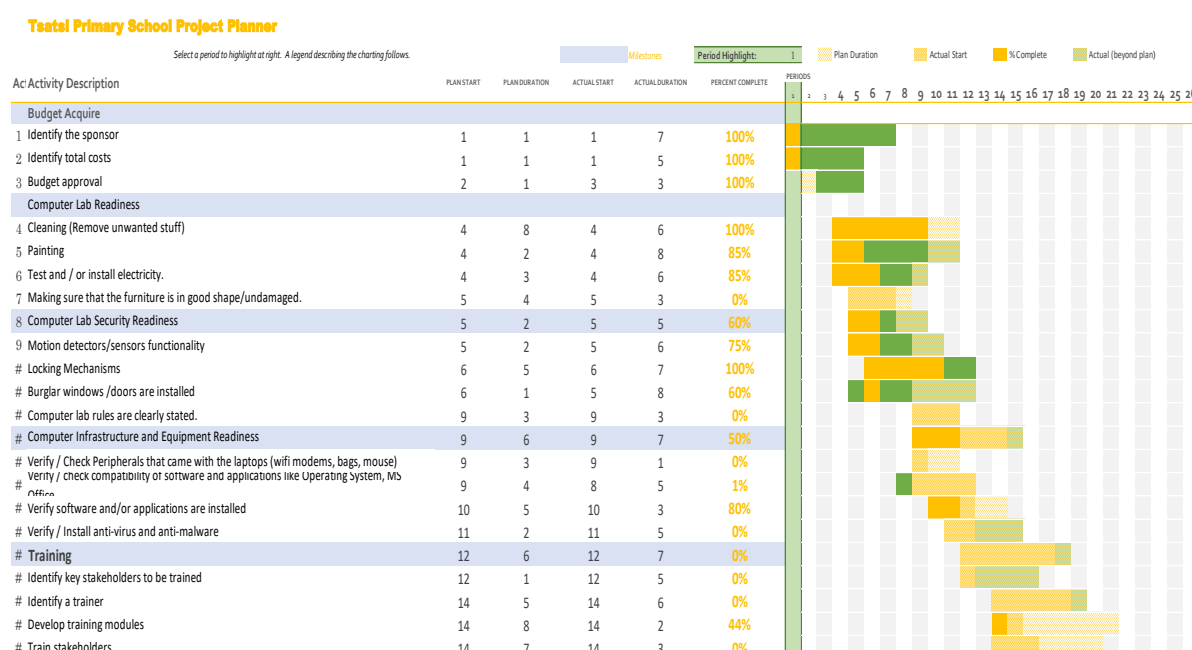


Figure 2:Project Management Template

2.2. People Management

People Management is a human resource function which ensures that labour is managed through talent acquisition and jobs are designed for the people working there, so that they are effectively and efficiently utilized and retained while offering continued support for the organization. Ergonomics and the work environment forms part of people management and can roughly be defined as the study of people in their working environment, specifically by designing or modifying the environment to fit and support interface with worker/stakeholders.

2.2.1. Ergonomics

During the visit at Tsatsi Primary School the Vaal MBA group identified two areas that lack of accessibility might be a challenge for physically disadvantaged stakeholders using a wheel chair. The team recommended the infrastructure available to cater for physically disadvantaged people. The measures were taken as per figure 3 for the identified area's in order to design a mobile (moveable) steel ramp which can be placed at the areas identified to allow physically disadvantaged stakeholders to have access.

Sponsor was identified and influenced to fund the mobile ramp as proposed to Tsatsi Primary School and the ramp is currently being manufactured and will be delivered after completion.



Figure 3: Ramp measurement in progress

2.2.2. Visuals at Workplace

In a visual environment, critical information is conveyed through visual devices, positioned at the point of need that can be understood at-a-glance. Because visuals are easy to understand and effective visual workplace can eliminate wasted downtime that had previously been spent searching, asking or waiting for information.

During the visit at Tsatsi Primary School, building demarcations were not available, shelves in the library were not conducive for the learning, with the assistance of the dedicated librarian in training, the library was re-arranged to allow for innovative layout, efficiency and improve learner assistance. Furthermore, website for the school was

not established in order to enable the community to have easy access to information regarding the school.

As part of the improvement implemented books were segregated per subjects and grades in different sections of the library and aisles with markings. The reading area was not easily identifiable and seldom learners were found sitting and reading on a carpet by the corner, which lacked certain resource that would make it a proper reading area. A stimulating environment enables spontaneous thinking and information absorption. The photo album attached indicate the work performed.



Figure 4: Visual Workplace

The Vaal 1 Group team, sat and analysed the layout, brainstormed on what could be a solution on the current set up and that is viewed as planning in operations management. Improving on the layout was a requirement and a layout review was initiated to cater for the changes that were identified. Required resources were identified also on how to improve the layout and communicating with the school principal (Mrs. MaryAnn Mnaba) on how the new layout will have an impact on the learners and be sustainable. Sponsors were identified in order to procure the items required to improve our layout challenges as per figure 4 above and lastly a website was developed, tested and made live. The following link is for Tsatsi Primary School webpage. <http://www.tsatsiprimaryschool.co.za/index.html>

2.3. Inventory Management

The purpose of inventory management is to find harmony between stock venture and client support, taking cost and risk into consideration. Inventory is regarded as the costliest assets in any company and the trick is how much to order and when. Inventory Management is all about inventory classification and excellent record keeping.

The techniques you pick when recording, following, and dealing with your stock greatly affect a wide exhibit of basic business measures. From production requirements like raw materials to indirect yet significant things, for example, office supplies and advertising materials, every one of the things in your actual stock get an opportunity to improve or drain your net income, depending on how they are managed and controlled.

The school manage and control different stock, ranging from groceries (raw material) to books and stationery (finished goods). The ordered stock is counted manually and ordered on a monthly basis, the school utilise the checklist to review the inventory on an annual basis and the remaining stock is registered on a book register.

The Vaal MBA study group recommended that the school should install a free and simple inventory management software. The figure 3 below is the stock inventory control. The template is simple to use, and it had a different field such as item name, description, vendor, stock quantity and reorder level.

TSATSI PRIMARY SCHOOL STOCK INVENTORY CONTROL

TOTAL INVENTORY VALUE													
R1,293.00 *Based upon TOTAL VALUE fields, below.													
REORDER (auto-fill)	ITEM NO.	DATE OF LAST ORDER	ITEM NAME	VENDOR	STOCK LOCATION	DESCRIPTION	COST PER ITEM	STOCK QUANTITY	TOTAL VALUE	REORDER LEVEL	DAYS PER REORDER	ITEM REORDER QUANTITY	ITEM DISCONTINUED?
OK	1	30-Jan-21	Maltabela	Makro	Store room 1	Feeding scheme porridge	R100.00	4	R400.00	1	2	3	No
OK	2	26-Apr-21	Pens	Pen on Paper	Store room 2	Stationery	R25.00	25	R625.00	5	6	20	No
OK	3	30-Mar-21	Handy Andy	Pick n Pay	Store room 6	Cleaning Products	R32.00	2	R64.00	0	5	2	No
OK	4	27-Feb-21	Milk	Zio Cash a Carry	Store room 5	Feeding scheme porridge	R17.00	12	R204.00	2	1	10	No
OK	5								R0.00				
OK	6								R0.00				
OK	7								R0.00				

Figure 5: Stock Control Template

The stock control template shown in figure 4 is to control and review the inventory, it is auditable, and it is a good practice that allow different individuals to check and review the stock. The purpose is to assess and record the amount of stock held by the school.

STOCK INVENTORY ITEM TEMPLATE

YOUR COMPANY NAME: TSATSI PRIMARY SCHOOL

ITEM INFO					
ITEM NAME	ITEM NO.	LOCATION	PRICE	ITEM QUANTITY	DESCRIPTION
Maltabela	1	Store room 1	R100.00	4	Feeding scheme porridge
Pens	2	Store room 2	R25.00	25	Stationery
Handy Andy	3	Store room 6	R32.00	2	Cleaning Products
Milk	4	Store room 5	R17.00	12	Feeding scheme porridge
EMPLOYEE INFO					
COUNTED BY			CHECKED BY		
EMPLOYEE NAME			EMPLOYEE NAME		
EMPLOYEE ID			EMPLOYEE ID		

DATE

EMPLOYEE SIGNATURE

Figure 6: Stock Control (stock taking)

3. Project Sustainability

3.1. Project Management

Project management considers the ability to make timely adjustments in the objectives and goals in order to maintain performance levels in learning, and efficient use of resources. The project management template will support the principal of the school as the project manager on an on-going basis and in future, in her decision-making about planning, management, and control of the resources assigned to the project, considering the economic, social, and environmental impacts. The template will be populated for each project, together with objectives, timelines and budget. The project management template will be utilised whenever there is a project identified, and its sustainability is based on the easy use of the template as it has can be amended and customised for different types of project to drive the outcome. The school principal can nominate any other teacher or assistant and they will be able to follow the easy approach on each tab.

The operations project management approach will be followed on step by step basis, taking it account the risks matrix. The template designed for the school will ensure the principal is able to:

- Identify and launch the project
- Define the project
- Schedule and Budget for the project
- Manage Project risks
- Run the project
- Track and monitor the project
- Record status of the project
- Project closure and review

3.2. People Management

A steel moveable ramp was identified in order to cater for physically disadvantaged stakeholder. Currently Tsatsi Primary School has 2 areas where access may be challenge, as the step infrastructure prohibit any easy access to classes and staff room. A moveable ramp made of steel was implemented in order to allow access to the physically disadvantaged stakeholders, since there is no currently disadvantaged stakeholder, in the event where such instance occurs, the moveable steel ramp may be placed on the specific areas for easy access for disadvantaged.

3.3. Inventory Management

The inventory management principles as taught to the stock manager will ensure that the number of books received from the department of education is incorporated into the existing inventory template. The books are stocked according to each grade, thus making accessibility easy. The storage cubicles are labelled to ensure that in the future books can be stored where they should be. The system developed for Tsatsi was “A place for everything and everything in its place”. The stock manager has been taught about the inventory management spreadsheet, how to populate, keep track, report and update where required.

4. Impact on Stakeholders

The most vital ingredients of successful learning are the positive engagement of all stakeholders. Even important factors such as creative initiatives, careful and robust monitoring, timely intervention and high quality continuing professional development

have little effect if stakeholders do not genuinely buy into what the school stands for. Stakeholders need to feel properly valued for their role in contributing towards the school's success.

4.1. Impact on Vaal MBA Group

- The impact of application of operations management principles in the form of project management for the community organisation forced the group to really be *innovative and creative* on how it can be applicable to an education institution, it also resulted in each individual group member *to unleash their leadership and project management skills* and *consolidate different ideas* to achieve the desired outcome for the benefit of the community organisation. It had a positive impact on how we can all make a difference in our various communities by impacting positively through knowledge, skills and continuous compassion to always pause and think on how we can impact positively whenever there is a social requirement that an individual is able to fulfil, which resonate with the spirit of giving back in various forms
- We as the MBA Vaal group managed to be creative about solving inventory challenges.
- The group critical thinking and performance evaluation skills were tested, and we managed to come up with impactful solutions.

4.2. Impact on the School

- The project management principle ensures that the group interaction with the principal resulted in broad engagements whereby over and above project management, opportunities and future projects were identified, challenges and risk were discussed and how the risk were going to be mitigated. The template developed by the group will save the principal/teachers time, cost and ensure that all the school future projects are executed in an effective and efficient use of resource, risk will be identified, monitoring and control will be carried out to ensure projects do not overruns thereby ensuring that limited funds that are mostly sponsored are utilised efficiently.
- The template will ensure that teachers time for teaching is preserved, the teachers/principal will be more available to the learners instead of spending more

time on project execution without an operations management principle to guide their execution. Learners will have more access to their teachers and whichever project identified will be completed on time for their usage as they will focus more on their core task.

- The impact of the inventory management benefitted the school by eliminating loss of books.
- The books are easy to locate and kept where they belong, thus saving time of searching for a book.
- Any successful community can only thrive with the open hearts and minds of its stakeholders sharing enthusiastically in its ethos and underlying values. The project management template allows for the principal to include all the stakeholder thereby ensuring inclusion in all future projects. This way the parents and community are kept abreast of their children education development while being involved. The overall impact on society needs and aspirations of inhabitants from a territory is reflected in the objectives, approaches and strategies of national governments and school in order to improve the quality of education, trying to build a more equitable society in which each individual can obtain a level of education that allows equal access to opportunities for personal, professional and social development and overall improvement of the country and world as whole.
- The stock manager is happy with the additional role to his job profile.
- The learners are highly motivated by the new environment and the commitment towards studying has improved; this is evident on the improvements in the reading.
- They are comfortable with the library and allowing their children (learners) to stay at school, utilise the library and therefore allowing more learning time for their children.