

UNIVERSITY OF ESWATINI
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION
AUGUST 2020

TITLE OF THE PAPER : OPERATIONS MANAGEMENT 11

DEGREE : BACHELOR OF COMMERCE

COURSE : BUS 432, BA 439 or BA 505 (IDE)

TIME ALLOWED : THREE (3 HOURS)

Instructions:

1. THIS PAPER CONSISTS OF SECTION A AND SECTION B)
2. SECTION A IS CASE STUDY AND IT IS COMPULSORY QUESTION
3. ANSWER ANY THREE QUESTIONS FROM SECTION B

Note: You are reminded that in assessing your work, account will be given of accuracy of language and the general quality of expression, together with layout and presentation of your final answer.

THIS PAPER MUST NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED THE PERMISSION

SECTION A – COMPULSORY

READ THE ARTICLE AND THE ANSWER QUESTION 1 IN FULLY

France's baguette lovers feel "le pain"

As anxious consumers around the world stockpile toilet paper and pasta, the French are thronging bakeries for baguettes, fearing a shortage of their daily bread as they wait out the coronavirus in confinement. The country of 67 million people consumes 9-billion of the long loaves every year, has the annual competition for the best baguette in Paris, and a special word for the pointy end they chew off on their way home from the baker after work: the crouton. Bakers are among the few essential service businesses allowed to stay open in France under Coronavirus confinement measures that took effect on Tuesday. They are thriving, with long lines in the cities and countryside alike. Our members have doubled since Monday "said Addenour Koriche, sales manager of a bakery attached to a supermarket north of Paris. We are now at 800 baguettes per day. Yesterday, for example, we had no baguettes left for sale by 3 pm." The store closes five hours later.

The bakery sported new black lines on the floor to help customers respect the suggested 1m safety distance to limit the spreading of the virus. New Perspex screen shielded the person at the counter - wearing latex gloves and using tongs to handle the bread –from a steady stream of customers. "we have people who normally take a half baguette or one baguette per day, who are now taking four or five to freeze them in case even stricter confinement measures are announced, said Koriche. On Tuesday, France approves a special waiver allowing bakeries to open seven days a week instead of the legal limit of six days. The waiver will allow the French to buy bread without stress every day: said Mattie Labbe of Federation of bakeries. "Bread is food but is also a social link between people. "Some people have the habit of coming to the bakery every day for a chat."

Question 1

Required

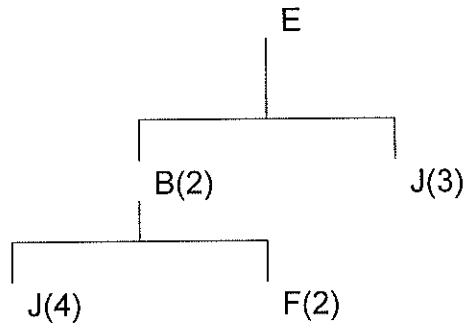
- a. Discuss ten elements of total quality management, bakery industry should employ when there is lockdown due to spread of corona virus in France. **30 marks**
- b. Explain the approach to describe total quality management (TQM) staff and management of bakeries should use in this difficulty time. **10 marks**

Total Marks (40)

SECTION: ANSWER ANY THREE QUESTIONS IN THIS SECTION.

Question 2

Eighty units of the end item E are needed at the beginning of week 6. Three cases (30 units per case) of J have been ordered and one case is scheduled to arrive in week 3, one week 4, and one in week 5. *Note:* J must be ordered by the case, and B must be produced in the multiples of 120 units. There are 60 units of B and 20 units of J now on hand. Lead times are two weeks each for E and B, and one week for J.



- Prepare a material requirements plan for component 1
- Suppose that in week 4 the quantity of E needed is changed from 80 to 70. The planned –order releases through week 3 have all been executed. How many Bs and Js will be on hand in week 6?

Total: 20 marks

Question 3

Woodmaster Ltd produces a variety of furniture products. The planning committee wants to prepare an aggregate plan for the next six months using the following information:

Month

	1	2	3	4	5	6
Demand	160	150	160	180	170	140
Capacity						
Regular	150	150	150	150	160	160
Overtime	10	10	0	10	10	10

Cost per unit

Regular time \$50

Overtime 75

Subcontract 80

Inventory per period 4

Subcontracting can be handle a maximum of 10 units per month. Beginning Inventory is zero. Develop a plan that minimizes total cost. No back orders allowed

20 marks

Question 4

- a. Explain five personnel and organization elements that are important for lean system. **10 Marks**
- b. Discuss any five processes for transitioning to Just in Time (JIT) system. **10 marks**

Total 20 marks

Question 5

Discuss four advantages and six disadvantages of global location **20 marks**

Total 20 marks