

**FINAL  
ALTERNATIVE ASSESSMENT**

(COVER PAGE)

Session : April 2020

Programme : Diploma in Business (DIB)

Course : **MGT2100: Operations Management**

Date of Examination : August 2, 2020 (Sunday)

Time : 8:00am – 10:30am Reading Time : Nil

Duration : 2 Hours : 30 Minutes

**Special Instructions** :

Answer any **FOUR (4)** questions.

Materials permitted : Non-programmable Calculator

Materials provided : Nil

Examiner(s) : **Vasudevan Arumugam**, Gurprit Singh a/l Sarjit Singh, Kathleen  
Elanie Binti James Bagah, and Lim Ghee Hean

Moderator : Christina Rathy A/P Anthony Samy

*This paper consists of 5 printed pages, including the cover page*

**DIPLOMA IN BUSINESS PROGRAMME (DIB)  
MGT 2100: OPERATIONS MANAGEMENT  
FINAL ALTERNATIVE ASSESSMENT: APRIL 2020 SESSION**

**Instruction:**

1. Answer all questions.
2. Your answers need to be hand written with a blue pen.
3. Start each question on a fresh piece of paper.
4. Please clearly indicate your name and id number, the subject code and page number on each page when you scan and submit your answer.
5. Submit your answers onto the Blackboard. Ensure you have sufficient time to scan and upload your answers into the Blackboard.
6. Do not copy, cut and paste your answers from any external source. You will be penalised for academic plagiarism if you are caught doing so.
7. Late submission will not be marked. It will be at the discretion of the College to assess your submission.

**Question 1.**

You are an Operation Management consultant. Your client is a restaurant operator. The restaurant operates from 10:00 am to 10:00 pm daily, 7 days a week. He has 15 tables and each table can sit 8 people at a time. The normal turnaround time per table is 1 hour. A section of the restaurant is closed in order to increase his storage area. He has to close 5 tables for this purpose.

The average crowd for each hour is as the table below:

10:00 am	11:00 am	20
11:00 am	12:00 noon	50
12:00 noon	1:00 pm	100
1:00 pm	2:00 pm	100
2:00 pm	3:00 pm	50
3:00 pm	4:00 pm	40
4:00 pm	5:00 pm	40
5:00 pm	6:00 pm	60
6:00 pm	7:00 pm	80
7:00 pm	8:00 pm	80
8:00 pm	9:00 pm	50
9:00 pm	10:00 pm	40

The current issues faced by him in running the restaurant include:

- (a) High food wastage due to poor inventory management. He is buying his grocery needs once a week.
- (b) His staff capabilities are not up to expectations.

**Required:**

He is engaging you to prepare a report for him to cover the following areas:

- (a) Identify **FOUR (4)** the competitive priorities that can be used to support his operational strategies. (5 marks)
- (b) Calculate the following:
  - (i) Design Capacity. (5 marks)
  - (ii) Effective Capacity. (5 marks)
  - (iii) Capacity utilisation. (5 marks)
  - (iv) Capacity efficiency. (5 marks)

**(Total: 25 marks)**

**Question 2.**

A manufacturer producing car floor mat has the following cost structure: -

Cost Item	Per month
Fixed Rental	30,000
Fixed salary	60,000
Electricity average per month	10,000
Food items variable cost per meal	70% of average food selling price

- (a) Calculate the breakeven analysis and explain his business's profitability. (10 marks)
- (b) List **FIVE (5)** ideas on improving the profitability of this operations. (5 marks)
- (c) List **FIVE (5)** ideas on improving his inventory management. (5 marks)
- (d) List **FIVE (5)** on improving his staff's operational performance. (5 marks)
- (Total 25 marks)**

**Question 3**

In Operations Management (OM), we presented a range of methods and related techniques for the identification, discovery, analysis, redesign, implementation, and monitoring of business processes both in manufacturing and process. Along the phases of the OM development, we also discussed software tools and systems that can support us in the application of these methods for the effective management of business processes. In other words, given a business process in need of improvement, we discussed how an OM project can be carried out to achieve the desired improvement goals, regardless of whether these are related to efficiency, quality, or anything else.

Due to the need to improve different business processes, chances are that multiple OM projects are being conducted at the same time within the same organization. Collectively, we call these OM projects within a company, including its specific management structure, a OM program. Depending on various characteristics, such as the overall performance of an organization, its size, and its context, the number of concurrent projects maybe high and the scope of the individual projects themselves may be large. As a result, the coordination of the BPM program may become extremely complex and individual projects may fail altogether because of their decreasing relevance or lack of progress

**Required:**

- (a) Explain **FIVE (5)** potential risk that a company faces when implementing any form of operation management improvement activity. (15 marks)
  - (b) Explain the process of introducing Kaizen (Continuous Improvement) project in a company. (10 marks)
- (Total: 25 marks)**

**Question 4**

- (a) Describe **THREE (3)** roles of warehousing in supply chain. Provide suitable examples to support your answers. (15 marks)
  - (b) Elaborate **TWO (2)** benefits of singles sourcing in purchasing. Provide suitable examples to support your answers. (10 marks)
- (Total: 25 marks)**

**≈ The End ≈**

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