



**BERJAYA BUSINESS SCHOOL**

**FINAL EXAMINATION**

Student ID (in Figures) :

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Student ID (in Words) :

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Course Code & Name : **MGT3124 Operation Management**  
Trimester & Year : May-August 2018  
Lecturer/Examiner : Jean Tan Chew Chin  
Duration : 3 Hours

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**INSTRUCTIONS TO CANDIDATES**

- This question paper consists of 2 parts:**  
**PART A (30 marks) : Answer all THIRTY (30) multiple choice questions.**  
**Answers are to be shaded in the Multiple Choice Answer Sheet provided.**  
**PART B (70 marks) : Answer all FIVE (5) questions.**  
**Answers are to be written in the Answer Booklet provided.**
- Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.**
- This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.**
- Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.**

**WARNING:** The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

**Total Number of pages =8 (Including the cover page)**

**PART A : MULTIPLE CHOICE QUESTIONS (30 MARKS)**  
**INSTRUCTION(S) : Questions 1 to 30 are multiple choice questions.**  
**Answer ALL questions on the answer sheet provided.**

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1. Information is:

- a. Data
- b. Processed data
- c. Manipulated input
- d. Computer output

2. Data by itself is not useful unless:

- a. It is massive
- b. It is processed to obtain information
- c. It is collected from diverse sources
- d. It is properly stated

3. For taking decisions, data must be:

- a. Very accurate
- b. Massive
- c. Processed correctly
- d. Collected from diverse sources

4. Strategic information is needed for:

- a. Day to day operations
- b. Meet government requirements
- c. Long range planning
- d. Short range planning

5. Strategic information is required by:

- a. Middle managers
- b. Line managers
- c. Top managers
- d. All workers

6. Tactical information is needed for:

- a. Day to day operations
- b. Meet government requirements
- c. Long range planning
- d. Short range planning

7. The process of determining the duties associated with all the job and the traits of the people who would be most suitable for the job is known as:

- a. Job design
- b. Job specification
- c. Job analysis
- d. Job context

8. A .....is created after a job analysis has been performed.

- a. Job position
- b. Job design
- c. Job description
- d. Work analysis

9. A written statement of the job's duty and responsibilities is known as:

- a. Job analysis
- b. Job description
- c. Job context
- d. Job specification

10. Motivation can be termed as:

- a. Organization's behavior towards its employees
- b. Having frequent changes in job titles
- c. Knowledge of all the employees
- d. Person's behavior in the organization

11. What is define as small group of employees who monitor productivity, quality and suggest solutions to problems?

- a. Quality circles
- b. Employee groups
- c. Employee teams
- d. None of the above

12. Which of the following term reflects the process of preparing organizational people according to the future needs?

- a. Learning
- b. Development
- c. Training
- d. None of the above

13. .... is a planned change in an organization to enhance individual performance and improve organizational performance.
- a. Organization development
  - b. Training and development
  - c. Career development
  - d. Career department
14. The acronym SMART is best described as:
- a. Straightforward, meaningful, accessible, real and tested
  - b. Specific, measurable, attainable, realistic and timely
  - c. Strategic, moderate, achievable, relevant and timely
  - d. Supportive, meaningful, attainable, real and timely
15. .... helps employees design jobs in such a way that employee's physical abilities and job demands are balanced.
- a. Economics
  - b. Ergonomics
  - c. Psychology
  - d. None of the above
16. The primary source of competitive advantage for organization is now:
- a. Technology
  - b. Raw material
  - c. Capital
  - d. Talent
17. Which of the following is NOT a reason why an organization may outsource?
- a. To improve employee morale
  - b. To improve service levels
  - c. To save money
  - d. To control organization politics
18. .... is the analysis of the organization's strengths, weakness, opportunities and threats.
- a. SWOT
  - b. SWAT
  - c. STOW
  - d. None of the above

19. Who put forward the theory of studying specific jobs and breaking tasks into smaller units and providing the one right way to do a job?
- a. Abraham Maslow
  - b. Fayol
  - c. Frederick Taylor
  - d. Victor Vroom
20. The statement that states “who the company is, what it does and where it is headed and answers the question, what business are we in?” is known as:
- a. Vision statement
  - b. Mission statement
  - c. Strategic statement
  - d. Business planning
21. A ..... is the combining of two or more companies into a single entity.
- a. Downsizing
  - b. Merger
  - c. Acquisition
  - d. Diversification
22. The general manager’s meeting was mostly likely the result of the following function:
- a. Planning
  - b. Organizing
  - c. Leading
  - d. Decision making
23. What is outsourcing?
- a. Buying a cleaning services for office instead of doing it yourself
  - b. Getting a vendor to provide IT service instead of having your own staff to do it
  - c. Contracting a provider to handle payroll processing for your company
  - d. All of the above
24. Enterprise resource planning (ERP) modules include:
- a. Financial accounting
  - b. Manufacturing
  - c. Customer relationship management
  - d. All of the above

25. Activity-on-arrow method (AOA) is:

- a. Activity is shown as an arrow
- b. Activity is shown as the node
- c. Activity is shown as the rectangle
- d. Activity is shown as a circle

26. In a PERT/CPM network, computing the critical path requires:

- a. Determining the total project duration
- b. Assigning the earliest finish time for an activity as the earliest start time for the next
- c. That the latest finishing time for an activity not delay the overall project beyond initial expectation
- d. A sophisticated and complex computer program

27. At the completion of the forward and backward passes, the slack for an activity is given by the:

- a. Difference between early start and early finish
- b. Difference between early start and latest finish
- c. Difference between latest start and early finish
- d. Amount of idle labor on the critical path

28. Data mining requires:

- a. Large quantities of operational data stored over a period of time
- b. Lots of tactical data
- c. Several tape drives to store archival data
- d. Large mainframe computers

29. A management information system is one which:

- a. Is required by all managers of an organization
- b. Processes data to yield information of value in tactical management
- c. Provides operational information
- d. Allows better management of organizations

30. Which one of the following is not a typical question dealt with by an operations manager?

- a. How much capacity will be needed in the months ahead?
- b. What is a satisfactory location for a new facility?
- c. How to motivate employees?
- d. All are typical of operations decisions.

END OF PART A

**PART B : PROBLEM SOLVING ESSAY QUESTIONS. (70 MARKS)**  
**INSTRUCTION(S) : ANSWER ALL FIVE (5) QUESTIONS, WRITE YOUR ANSWERS IN THE ANSWER BOOKLETS PROVIDED.**

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**Question 1**

Quality affects the entire organization from supplier to customer and from product design to maintenance. Building an organization that can achieve quality is a demanding task.

- (a) Explain **TWO (2)** methods of managing quality in operation management. (4 marks)
  - (b) Explain the usage of Taguchi's Method for operation management. (2 marks)
  - (c) Outline **EIGHT (8)** steps in Taguchi's Method. (8 marks)
- (Total 14 marks)**

**Question 2**

The industrialized world is no longer characterized by scarcity. Consumer's affluence and desire for a wide choice of products and service continues to grow. Given the rapid growth of information technology and accessibility of the Internet, consumer's desires have shifted from passive acceptance to active involvement in the design and delivery of specific products and services.

- (a) Explain what are the **FIVE (5)** current challenges for operations management? (10 marks)
  - (b) List **FOUR (4)** current job functions of operations managers. (4 marks)
- (Total 14 marks)**

**Question 3**

Operation Management Strategies have been given a new outlook in the 21st century.

- (a) Explain **TWO (2)** ways that you as an operation manager will utilize supply chain management to ease your operation. (8 marks)
  - (b) Define **THREE (3)** types of strategies used for supply chain management. (6 marks)
- (Total 14 marks)**

**Question 4**

You walked into your factory on Monday morning, only to find out that there are not enough raw materials for the production line. This situation shows the consequences of poor forecasting and planning from your operation planning team. You immediately call for a meeting to solve the situation. What cause of action will you be taking?

- (a) Describe **THREE (3)** important principles of forecasting in operation management. (6 marks)  
(b) Explain the **FOUR (4)** important steps of forecasting process. (8 marks)

**(Total 14 marks)**

**Question 5**

Project manager depends on his team members to carry out the tasks. It involves understanding the cause-effect relationships and interactions among the sociotechnical dimensions of the project.

- (a) Describe **THREE (3)** roles and responsibilities of a project manager. (6 marks)  
(b) Explain **FOUR (4)** criteria for selecting a project manager. (8 marks)

**(Total 14 marks)**

**END OF EXAM PAPER**