



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION
DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT	
QUALIFICATION CODE: 07BBMN	LEVEL: 7
COURSE CODE: OPM611S	COURSE NAME: OPERATIONS MANAGEMENT
SESSION: JULY 2025	PAPER: PAPER 1/1
DURATION: 2 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	MS C KAUAMI MR MICHAEL NEEMA
MODERATOR:	MR ERNEST MBANGA

<p style="text-align: center;">INSTRUCTIONS</p> <ol style="list-style-type: none">1. Answer ALL the questions.2. Show all formulae and calculations as marks will be awarded for them.3. Write clearly and neatly.4. Number the answers clearly. <p style="text-align: center;">PERMISSIBLE MATERIALS</p> <ol style="list-style-type: none">1. Calculator.

THIS QUESTION PAPER CONSISTS OF 6 PAGES (Including this front page)

Section A:

[10 Marks]

Question 1: Multiple Choice - Choose the correct Answer.

(1 mark each)

1. Under the long-term time horizon, no planning is possible for capacity utilisation.
 - A. True
 - B. False

2. Critical capacity decisions affect competitiveness
 - A. True
 - B. False

3. The following are part of the lean techniques, except:
 - A. Standard times
 - B. Kanban
 - C. Involvement of employees
 - D. 2 Bin system

4. Capacity decisions have little bearing on the financial performance of organisations.
 - A. True
 - B. False

5. In service sector aggregate plans
 - A. Bind strategic goals and workforce schedules
 - B. Bind capacity and workforce schedules
 - C. Focuses on product families or total capacity requirements rather than individual products.
 - D. All of these
 - E. None of these

6. All industries utilize similar capacity measures i.e. there is no variation from industry to industry.
 - A. True
 - B. False

7. Obvious costs are also known as capital costs.
 - A. True
 - B. False

8. Spare capacity is capacity that is higher than demand
- A. True
 - B. False
9. Among services supply management strategies, there is need to use
that can be called in any time
- A. Contingent employees
 - B. Shared capacity
 - C. Management
 - D. Suppliers
10. A primary considerations of strategy formulation for capacity planning is
constructing for transformation that refers to:
- A. Incorporating new technology and correct capacity increments
 - B. Technology and capacity dictating optimal size of facilities.
 - C. Demand estimation accuracy
 - D. Building flexibility into facilities and equipment

Section B

[68 Marks]

Question 2: Operations management

(10 marks)

The importance of operations management lies in the value added to inputs that are transformed into outputs. Distinguish between **order qualifiers** and **order winners**. Use a relevant example.

Question 3: Supply Chain

(12 marks)

Supply chain drivers are crucial and determine supply chain performance. Choose any **2 logistical drivers** and **2 cross-functional drivers** and discuss how they can determine supply chain performance. (3 marks per driver and explanation)

Question 4: Design of goods and services

(12 marks)

You have been appointed as design manager of Bio Organics CC, a fast-growing horticultural venture that is bringing revolutionary health solutions to counter the current fast food industry. You are preparing for a session with the team on a new design strategy for what you consider to be breakthrough products.

- i. List and briefly explain three factors that influence the need for design of new products/ services. (6)
- ii. Since creativity and innovation is the lifeblood of Bio Organics, briefly discuss three techniques you suggest for generating ideas in view of the new strategy. (6)

Question 5: Process design:

(12 marks)

As a graduate who completed the operations management module, your team at your new job is tasked with determining the suitable service structure. Explain the most common service process structures, using an appropriate example.

Question 6: Forecasting

(12 marks)

Answer only **one** question, either a) **or** b)

- a. Explain the characteristics of qualitative forecasts, when they can/should be used and name the different methods.

OR

- b. Summarise the six steps that should be followed when doing a forecast. (12)

Question 7: Inventory management

(10 marks)

Answer only one question, either a) or b)!

a) Briefly explain the different inventory counting systems. (10)

OR

b) Name the main reasons for holding inventory. (10)

Section C**[22 Marks]****Question 8: ABC classification of Inventory****(15 marks)**

Tula Repairs are keeping a limited number of parts in stock/inventory. Make use of the information provided below, to classify the inventory items into A, B and C class items, for better inventory management.

<u>Item:</u>	<u>Unit price N\$:</u>	<u>Annual usage in units:</u>
D1	200	500
D2	150.00	20
D3	20.00	200
D4	7.00	2000
E1	1000.00	50
E2	8.00	200
E3	25.00	100
E4	10 .00	200
F1	600.00	20
F2	400.00	50
G1	350	350
G2	50	600
G3	60.00	1000
H1	60	60
H2	2000	40

(½ mark calculation, ½ mark classification)

Question 9: Capacity Planning**(7 marks)**

Coolies Elementary School opened its doors in January 2019. Being a private school, it wanted to have the best teacher – learner ratio. The facilities were designed to accommodate 250 learners. Due to some challenges, they found that their effective capacity is 220 learners. As a result of the current economic conditions, their enrolment was 195 learners.

1. Determine the i) efficiency and ii) the utilisation of the school facilities. (4)
2. How would you assess the utilisation of capacity? How could it be improved? (3)

-END-