



FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

2015 EXAMINATION

DEPARTMENT OF QUALITY AND OPERATIONS MANAGEMENT

<u>PROGRAMME</u>	EXT D MANAGEMENT SERVICES EXT D OPERATIONS MANAGEMENT
<u>MODULE</u>	ORGANISATIONAL EFFECTIVENESS 1
<u>CODE</u>	OEFA00/ORE1AY1
<u>DATE</u>	: SUMMER EXAMINATION 2015 7 NOVEMBER 2015
<u>DURATION</u>	: (SESSION 2) 12:30 - 15:30
<u>TOTAL MARKS</u>	100

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<u>MODERATOR</u>	MR VUSIMUZI LUKONGA
<u>NUMBER OF PAGES</u>	4 PAGES

INSTRUCTIONS TO CANDIDATES:

- This paper consists of five questions
- Please answer all questions.
- Question papers must be handed in.
- This is a closed book assessment.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

QUESTION 1

- 1.1 When the purpose and functions of Management Services departments are analysed, various roles can be found. Discuss the 4 roles of management services and provide practical examples for your answer. (10)
- 1.2 Discuss and 5 various strategies that can be adopted to improve the qualities of a Management Services Practitioner. (10)
- [20]**
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QUESTION 2

- 2.1 Draw a diagram that illustrates basic and added work content. (10)
- 2.2 List and explain any five factors of excess work content added by inefficient methods of manufacture or operation. (10)
- [20]**
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QUESTION 3

- 3.1 Work related welfare facilities offered at or through the workplace can be an important factor in attracting, retaining and motivating workers. State any five work related facilities and provide reasons on how they can benefit an organisation. (10)
- 3.2 Explain the concept of ergonomics and provide four principles concerned with the design display. (10)
- [20]**
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QUESTION 4

Parmalat is one of the major players in the South African dairy industry and has been active in the South African dairy industry since 1998 with an average number of 8500 employees. They recently lost a quarter of their employees to their biggest competitor Clover South Africa and their productivity also declined due to 300 employees being absent. The machine that is used to produce yoghurt is available all day, however it all only spends 16 hours producing yoghurt. The workers average working hours are 8 hours per shift, however John spends 2 hours more on the machine due to lack of skills and training . The machine was broken during production resulting in 650 defects. This meant that the company did not meet its 9000 target.

Calculate the following productivity factors:

4.1	Utilisation factor	(2)
4.2	Efficiency	(2)
4.3	Wastage	(2)
4.4	Absenteeism	(2)
4.5	Labour Turn-Over	(2)
		[10]

QUESTION 5

The Egg-White company buys six-week old chickens, slaughters, cleans, weighs, labels and packs the products. They delivered 22 000 packed chickens this year and 23000 last year to various consumer retail outlets in the Gauteng Province. The farm earns an average of R30 per packed chicken this year and was R30 last year. The abattoir is in an industrial building of 800 square meters and the process is largely merchandised. Labour is still used to handle live chickens in the beginning of the process, at some stages during the process and for the packing and cold storage at the end of the process.

The company maintains an 8-hour work day when in production and six days per week for an average of four weeks per month.

This Year

Supervisors: 135 @ R45

Inspectors: 132 @ R50

Machine: 120 @ R50

Material input

Plastic wrapping: 60 @ R10

Labels and printing material: 1.5 kg @ R60

Packing crates: 300 @ R8

Last year

Supervisors: 140 @ R45

Inspectors: 130 @ R55

Machine: 125 @ R45

Material input

Plastic wrapping: 65 @ R10

Labels and printing material: 1.5 kg @ R55

Packing crates: 300 @ R9

Calculate the following:

(Round off to the second decimal place)

- | | | |
|-----|--|------|
| 5.1 | Specific Resource Productivity for each year and productivity index. | (15) |
| 5.2 | Explain your Productivity index | (5) |
| 5.3 | Total Resource Productivity for each year and productivity index. | (8) |
| 5.4 | Explain your productivity index | (2) |

[30]

Total [100]