UNIVERSITY OF JOHANNESBURG

FACULTY OF MANAGEMENT

DEPARTMENT OF BUSINESS MANAGEMENT

FINAL SUMMATIVE ASSESSMENT JUNE 2017

SUBJECT:	Business Management 2A
CODE:	BMA2A01/BMA12A1
TIME ALLOWED:	2 Hours
TOTAL MARKS:	100

LECTURERS:	Prof. D. Pooe
	Dr T.N. van der Linde
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EXAMINER (S):	Dr T.N. van der Linde
MODERATOR:	Prof. H.E.C. de Bruyn
NUMBER OF PAGES:	11

INSTRUCTIONS:

1. This is a written close-book assessment.
2. Read the questions carefully and answer what is asked.
3. Answer all the questions:
    a. Answer all questions in the assessment book provided,
    b. Answer Section A (Multiple choice) at the back of the assessment book,
    c. Answer Sections B in the assessment book provided.
4. Number your answers clearly.
5. Write neatly and legibly. Systematic exposition is a prerequisite.
6. The use of a non-programmable calculator is allowed.
7. Write your module code on the front page of the test book
8. **NB: Questions papers must be handed in together with your answer books.**

The general University of Johannesburg policies, procedures and rules pertaining to closed book written assessments (examinations) apply to this assessment.

SECTION B **[60 MARKS]**

QUESTION 1 **12 MARKS**

The lecture venue (Bles100) on the Auckland Park Campus of the University of Johannesburg got a fixed position seating arrangement (capacity) of 450 chairs. A normal lecture day consist out of 8 hours. A normal contact session last 50 minutes each, but on average an additional 10 minutes per contact session is lost due to students arriving late and the facilitator finish his/her work early. Class attendance on average is 50% per contact session.

By using the above information calculate the following:

1.1 Determine the design capacity of the lecture venue in terms of the number of seats. (1 mark)

1.2 Calculate the effective capacity of the lecture venue in terms of the number of seats. (2 marks)

1.3 Determine the actual capacity of the lecture venue in terms of the number of seats. (3 marks)

1.4 Calculate the utilization of the lecture venue in terms of the number **of seats.** (3 marks)

1.5 Calculate the efficiency of the lecture venue in terms of the number **of seats** (3 marks)

QUESTION 2 **8 MARKS**

A challenge that operational managers has to face on a daily basis is to close the GAP between the demand for the product or service and the capacity (the maximum goods or services) that the organisation can deliver. Although capacity is fixed in the short term, demand can be volatile and change overnight. It exist outside of the organisation and is difficult to control.

It is required of you to **recall** and **graphically illustrate** the external factors that can affect the demand for the organisation's goods and/or services.

QUESTION 3 **(10 MARKS)**

In a manufacturing environment organisations produce a physical product. But these physical products reaches a "used by" date when it turns into waste. It is of no value to the customer anymore. Due to increased environmental regulation organizations also understand that waste does not only occur in the input –transformation-output process but also when a physical good achieve its "end of life" point. To help eliminating this waste the concept of "reverse supply" was developed. Apple for example recovered 1 ton of gold, 10.4 million kg's of steel. 2 million kilo's of aluminium and 1.4 million kg's of copper from old iPhones and Mac computers.

It is required from you to **recall** and **discuss** the tasks that are commonly found in "reverse supply".

QUESTION 5 **20 MARKS**

Agulhas wines is an independently owned wine distilling company that distils wines from grapes provided by independent farmers. They have a turnover of around 12 million bottles of wine per year. The success of Agulhas wines is based on the quality of its products, which not only ensures reliability for its current customers and suppliers but also in attacking new customers and suppliers. During the first two years of its operations the quality of the wine in terms of aroma, taste and sugar content was done by selected wine tasters and certified by them. The demand for Agulhas wines grew and this increase in demand requires an expansion of the distilling facilities. This in itself brought its own quality challenges. All of a sudden control systems needs to be implemented to detect problems as they occur. But the increase in demand also necessitates an increase in their suppliers. Not to influence the efficiencies of their current operations they implemented a quality assurance system that aligns the raw materials (grapes) to comply with certain standards. But the suppliers started to complain as they only receive their payments after Agulhas has sold the wine. This prompted senior management (led by John Sibisi – the

operational manager) to adopt a Total Quality Management system throughout all the process in the value creation stream.

QUESTION 5A **16 MARKS**

By analysing the case study compare the various levels of quality management that Agulhas wineries went through in developing their quality management systems. Also list two activities that you would expect Agulhas wineries to have done during each stage of their quality evolution.

QUESTION 5A **4 MARKS**

Agulhas wineries hasn't reached the last level of quality improvement. Illustrate (describe) to John what this last stage is with two activities that you would expect to be done at this stage.

END OF PAPER -