



Gratia Christian College  
宏恩基督教學院

Academic Year 2016-2017

Semester 2

Examination

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Course Code & Title : MM2209 Operations Management

Time Allowed : 2 hours 30 minutes

Student Name : \_\_\_\_\_

Student ID : \_\_\_\_\_

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This paper has 2 pages (including this cover page).

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1. Answer any **FOUR** out of six questions.
  2. Each question carries the same weight.
  3. All answers should be written in the Answer Book. In the Answer Book, start EACH question (not part of a question) on a NEW page.
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This is a **closed-book** examination.

*No materials or aids are allowed during the whole examination. If any unauthorized materials or aids are found on a candidate during the examination, the candidate will be subject to disciplinary action.*

**DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO.**

Answer any FOUR out of six questions. Each question carries the same weight (25%).

**Question 1**

- a. What are the four Vs of operation processes? [5%]
- b. Explain the similarities and differences of operating a standalone “Cha Chance Ten” (restaurant) and a chained fast-food enterprise such as Café de Coral, and outline the impact it would have on the performance objectives of each operation. [20%]

**Question 2**

- a. Describe the 5 commonly-used operational performance measures. [5%]
- b. Critically comment on trade-offs and the efficient frontier. You may use graph(s) and example(s) to support your illustration. [20%]

**Question 3**

Write short notes on each of the following items:

- a. Drum, Buffer and Rope [10%]
- b. Bullwhip effect [5%]
- c. Push and Pull Control [5%]
- d. Type I and Type II errors [5%]

**Question 4**

- a. If you want to minimize the risk of speculation, how would you control the P:D ratio? [10%]
- b. What are Forward and Backward scheduling? [5%]
- c. If your customer always changes some details of his order at the last minute, what kind of scheduling method should you adopt? Why? [10%]

**Question 5**

- a. What are the advantages and disadvantages of holding inventory? [10%]
- b. Compare and contrast how traditional quality management and Total Quality Management view the costs of quality. [15%]

**Question 6**

- a. Suggest some means to achieve lean synchronization in your organization. [10%]
- b. According to the Lean philosophy, what should we plan for the
  - scale of the machines [5%]
  - level of inventory [5%]
  - delivery schedule [5%]

- END OF EXAMINATION -