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BUSINESS MANAGEMENT 1B

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EXAMINERS .

FIRST
SECOND

MS P PRINSLOO
PROF S RUDANSKY-KLOPPERS

Use of a non-programmable pocket calculator is permissible

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for the completion of one mark reading sheet

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Each question counts one mark.

OPERATIONS MANAGEMENT

- 1 Identify the correct **operational process** used by BMW, a motor vehicle manufacturer
- 1 Project processes
 - 2 Jobbing processes
 - 3 Batch processes
 - 4 Mass processes
- 2 Which three of the following resources are transformed into **outputs** in the **transformation process**?
- a Technology
 - b Customers
 - c Material
 - d Information
- 1 a b c
 - 2 a b d
 - 3 a c d
 - 4 b c d

Read the case study below and then answer questions 3 - 6

Tebogo owns his own line of shoe stores and has been so successful that he has decided to start his own shoe label that will be sold exclusively in his stores. The shoe label will be called "Kiatu" and Tebogo is considering buying his own manufacturing plant to run the operations side of the label

- 3 Tebogo has approached you, his business analyst, to advise him on the decision of whether or not to buy his own manufacturing plant. Which one of the following would be an **advantage** for Tebogo if he was to own an **effective and efficient operation**?
- 1 Tebogo will be able to reduce the costs of making his shoes as the cost of production will be reduced
 - 2 Tebogo will experience an increase in the amount of investment (capital) needed to manufacture his shoes
 - 3 Tebogo will need to continue to produce the same shoe for the next 20 years as production techniques are set for a long time period
 - 4 Tebogo can expect an initial decline in revenue

[TURN OVER]

- 4 The **transformation process** requires several inputs in order for the organisation to deliver an output. Which of the following will **NOT** be an **input** for Tebogo's Kiatu shoe label?
- 1 Leather material that forms the upper part of the shoe
 - 2 Tebogo's loyal and trusted customers
 - 3 The skilled workers Tebogo has appointed to produce the shoes
 - 4 Tebogo's operations design that he will use at his plant
- 5 Tebogo's uncle owns a manufacturing plant that produces cans of tomato and bean mix. Tebogo's uncle produces almost 2 000 cans a day. Tebogo aims to produce 10 pairs of shoes per day. The biggest difference between the two operations processes with regard to output can be considered to be the _____ of **outputs**.
- 1 variety
 - 2 volume
 - 3 variation
 - 4 visibility
- 6 Tebogo plans on producing his shoes on small scale with a low volume of outputs. This will ensure that his label remains as exclusive as possible. Which **process type** for manufacturers would you recommend Tebogo implements at his plant?
- 1 Jobbing processes
 - 2 Project processes
 - 3 Batch processes
 - 4 Mass processes
- 7 Which **performance standards** are generally used to measure **operational improvement**?
- a Historical standards
 - b Target performance standards
 - c The performance standards of competitors
 - d Absolute performance standards
 - e The performance of suppliers
- 1 a c e
 - 2 a b d e
 - 3 a b c d
 - 4 b d e

[TURN OVER]

- 8 In the transformation process of Nomiss, a missile manufacturer, the **inputs** are
- 1 Printing machines and ground-to-ground missiles
 - 2 Rocket launchers and air-to-air missiles
 - 3 Engineers and technicians and computers
 - 4 Air-to-air and ground-to-ground missiles
- 9 In the transformation process of Probank, a large banking group, the **outputs** are
- 1 Receipt and payment of money
 - 2 Financial earnings (interest)
 - 3 Record-keeping of accounts
 - 4 Safekeeping of valuable articles
- 10 What type of **layout** is used for the construction site of a stadium for a mega sports event?
- 1 Fixed position layout
 - 2 Line-flow layout
 - 3 Product layout
 - 4 Cellular layout
- 11 BestCars, a company that manufactures and sells luxury vehicles, decides to do quality planning and control to ensure that their products conform to or satisfy design specifications. This process consists of six steps. Which one of the following refers to the **first step** of the **quality planning and control process**?
- 1 Setting a standard that their motor vehicles will have a lifespan of fifteen years.
 - 2 Defining the quality characteristics of their motor vehicles in term of performance ability, appearance and reliability
 - 3 Defining the quality characteristics of their motor vehicles in terms of measurable dimensions such as speed, acceleration, fuel consumption and road-holding ability
 - 4 Identifying the causes of poor quality and the reasons for it
- 12 Which one of the following refers to the **second step** of BestCars **quality planning and control process**?
- 1 Setting a standard that their motor vehicles will have a lifespan of fifteen years
 - 2 Defining the quality characteristics of their motor vehicles in term of performance ability, appearance and reliability
 - 3 Defining the quality characteristics of their motor vehicles in terms of measurable dimensions such as speed, acceleration, fuel consumption and road-holding ability
 - 4 Identifying the causes of poor quality and the reasons for it

[TURN OVER]

13 Which of the following business occupations can generally be classified as an example of **professional services**?

- a Dr John "healing hands" McKluskery – medical doctor
- b Ms Jane "do good" Jones – pharmacist
- c Mr John "shaking bones" Dludlu – sangoma
- d Ms Tabang "beauty in the eye of the beholder" Molefa – beautician
- e Ms Glona "bean counter" Radebe – chartered accountant

- 1 a b c d
- 2 c d e
- 3 a b c e
- 4 a b e

Use the following information to answer questions 14 and 15 below.

The following *three-month moving average demand forecast* information for the Defy two-door fridge-freezer combination for the first six months of 2012 is presented to you

Month	Demand (Actual)	Demand (Forecast)	Three-month moving average
January 2012	500		
February 2012	540		
March 2012	500		
April 2012	590	540	$500 + 540 + 500$
May 2012	570	570	$540 + 500 + 590$
June 2012	?	?	$500 + 590 + 570$

14 Calculate the **forecast demand** for June 2012

- 1 513
- 2 543
- 3 553
- 4 523

15 Calculate the **July 2012 forecast demand** if the actual demand for **June 2012** is 520

- 1 520
- 2 600
- 3 560
- 4 580

[TURN OVER]

HUMAN RESOURCE MANAGEMENT

- 16 Some information displayed on Hazel's salary advice (payslip) is presented in the table below

Name: Hazel Lindt	Date: 2012.03.25
Basic salary R8 500	PAYE R3 080
Medical aid R1 000	UIF R115
Pension plan R850	Bonus R2 000
Housing subsidy R600	
Leave credit	
10 days' vacation leave	
12 days' sick leave	

Which of the following would be considered part of Hazel's **indirect compensation**?

- 1 leave credit, medical aid, pension plan and bonus
- 2 leave credit, medical aid, pension plan and housing subsidy
- 3 basic salary, medical aid, pension plan and housing subsidy
- 4 basic salary, pension plan, housing subsidy and bonus

Read the scenario below and answer questions 17 – 21 that follow.

Siemens is the engineering group that is behind many of the products and services people take for granted in their daily lives. Siemens provides opportunities for young people at all levels to enter the world of engineering. It recruits at a number of different levels. For example, it offers apprenticeships for those entering the company with a General Certificate of Secondary Education. Siemens also recruits undergraduates and graduates into professional engineering jobs. It goes beyond the standard approaches to attracting good people because its employees enable it to be competitive. This approach has led to Siemens becoming an open culture with opportunities for employees at all levels.

- 17 Siemens offers engineering staff training and development opportunities, this allows employees to satisfy their _____ **needs**, as it helps engineers to extend their capabilities which may lead to a progression up the career ladder
- 1 esteem
 - 2 social
 - 3 self-actualisation
 - 4 physiological

[TURN OVER]

- 18 Siemens runs schemes in which suggestions and projects for improvement are rewarded. This could be financially, either individually or as part of a team, or in terms of peer or management recognition of their achievements. Recognition of an employee's achievements by the employer helps to meet the employee's _____ **needs**

- 1 esteem
- 2 social
- 3 self-actualisation
- 4 physiological

- 19 Match the **motivational strategy** in column A with the correct **description** in column B

Column A – Motivational strategy	Column B – Description
(a) Job rotation	(i) Siemens helps their engineers to extend their capabilities, providing opportunities to expand their duties and responsibilities
(b) Job enlargement	(ii) Some Siemens employees find the varied nature of the work motivating they have opportunities to try different roles
(c) Job enrichment	(iii) Some staff at Siemens thrive on the problem-solving aspect of their roles and respond to challenges

- 1 (a) ii (b) i (c) iii
- 2 (a) i (b) ii (c) iii
- 3 (a) iii (b) i (c) ii
- 4 (a) iii (b) ii (c) i

- 20 Siemens would like to recruit and select new candidates for internal positions at the company. What is the most efficient **method** for separating undesirable candidates from potential applicants?

- 1 Comparing the application with the job specification
- 2 Conducting intensive assessments such as psychological testing and diagnostic interviewing
- 3 Conducting reference and background checks on each candidate
- 4 The HR manager needs to consult their referees to confirm the information the candidate has provided

[TURN OVER]

- 21 In the HR planning process, Siemens needs to identify the skills, knowledge, experience and qualifications employees need to be effective in their jobs. This is known as _____ and is _____ in the **planning process**
- 1 job design; step 2
 - 2 job specification; step 2
 - 3 job design, step 3
 - 4 job specification; step 3
- 22 Which of the following are questions that can be asked during the **preliminary screening process**?
- a Are you married, divorced or single?
 - b Which jobs have you held in the past?
 - c How often have you changed jobs?
 - d What are your leisure-time activities?
- 1 a b
 - 2 b c d
 - 3 a b c
 - 4 a d
- 23 Which one of the following is also known as **performance appraisal**?
- 1 performance review
 - 2 employee appraisal
 - 3 employee values
 - 4 performance rating
- 24 During the **selection** process, **diagnostic interviewing** refers to
- 1 placement and induction
 - 2 final selection
 - 3 preliminary screening
 - 4 intensive assessment
- 25 After the HR manager has completed the preliminary screening of the applicants, she or he must do an **intensive assessment**. This involves two steps, namely _____ testing and _____ interviewing.
- 1 IQ, psychological
 - 2 medical, shortlist
 - 3 diagnostic; shortlist
 - 4 psychological, diagnostic

[TURN OVER]

- 26 Which one of the following is an example of the **recruitment technique** through the **personal approach**?
- 1 Google contacts Tshepo and invites him to send his CV through to their HR department
 - 2 5Fm radio station broadcasts that there are vacancies available for interns
 - 3 In the classifieds section of the *Sunday Times*, Winnie reads that there is an HR position available and decides to apply
 - 4 Siphso asks his employees if they know of anyone who is available to be a cook at the restaurant he owns
- 27 Which of the following questions should Peter consider when he conducts **regular forecasts** of the **quantity and quality** of Mediwise sales representatives which will be needed in the **future**?
- a Will employees be readily available?
 - b Will there be a recession or growth?
 - c What tasks are performed by the sales representatives?
 - d Will there be new developments in the business?
- 1 a b
 - 2 a b c
 - 3 b c d
 - 4 a b d
- 28 SABMiller visits tertiary institutions to draw students' attention to graduate employment opportunities at the company. What type of **recruiting technique** is used by SABMiller in this case?
- 1 Recruitment through advertising
 - 2 Recruitment through consultants and labour agencies
 - 3 Recruitment through existing employees
 - 4 A sundry recruiting strategy
- 29 The crux of the **Equity Theory of Motivation** is that _____
- 1 employees compare their efforts and rewards with other employees and are motivated by the desire to be equitably treated
 - 2 a state of equity exists when an employee changes the person he/she compares him/herself with and when they change their outputs
 - 3 when outcomes are more than inputs inequity exists and the employee's motivation will be influenced only by absolute rewards
 - 4 to produce a state of equity after equity tension has been experienced, the employee will prefer relative monetary rewards to absolute monetary rewards

[TURN OVER]

MARKETING MANAGEMENT

Read the case study below and then answer questions 30 – 33.

Francis is a fashion design student and wants to start her own design company. She is busy preparing her business plan, but is struggling to complete the section that deals with the marketing strategy. She has approached you, her business advisor, to assist her in the compilation of her marketing strategy.

- 30 Before you can start with the marketing strategy, you must first explain to Francis what the marketing concept entails. You point out to Francis that she needs to **maximise the profit** her business needs to make and that she should not just focus on sales levels. Which one of the **principles of the marketing concept** is this concept known as?
- 1 The principle of profitability
 - 2 The principle of consumer orientation
 - 3 The principle of social responsibility
 - 4 The principle of organisational integration
- 31 Francis is aware that there is a gap in the market that satisfies **consumer needs** for affordable high-fashion items. Which one of the **marketing principles** is Francis incorporating by designing clothing that will address this consumer need?
- 1 The principle of profitability
 - 2 The principle of consumer orientation
 - 3 The principle of social responsibility
 - 4 The principle of organisational integration
- 32 Francis has decided that during the first two years of establishing her design company, her clothes will only be sold online via a friend's website. This will reduce the cost of owning her own store until she has enough capital to fund it. Which **marketing variable** is being described here?
- 1 Product
 - 2 Place
 - 3 Promotion
 - 4 Price

[TURN OVER]

- 33 It is important that Francis understands why consumers would buy her products. As Francis is offering consumers a high fashion product, it is important that she focuses her marketing efforts on an individual that interprets and evaluates the information and then relays her message to the public. This **individual** is known as a/an _____
- 1 reference group
 - 2 opinion leader
 - 3 individual buyer
 - 4 family member
- 34 Which of the following **behavioural criteria** are relevant in **market segmentation**?
- a Product usage
 - b Brand loyalty
 - c Post-purchase evaluation
 - d Reverse price sensitivity
- 1 a c
 - 2 a b d
 - 3 b c d
 - 4 a b c

Read the following scenario and then answer questions 35 to 38 below.

Rebecca Molefe is the marketing manager of a large ladies clothing enterprise called Fashion Wear. A new range of fashionable clothing has just been designed and after market segmentation has been done, Rebecca Molefe describes the selected/identified market segment at which the clothes will be marketed as follows: *“unmarried, liberal women between 18 and 28 years of age, with an income of more than R130 000 per year, and who live in the Western Cape”*. Rebecca and her marketing team decide to sell the new range of clothing at a high price and to distribute it through two outlets, namely Boutique 4U and Boutique Michelle.

- 35 Which of the following **segmentation criteria** were used to identify this market segment?
- 1 demographic, psychographic and behavioural
 - 2 geographic, demographic and psychographic
 - 3 demographic, behavioural and geographic
 - 4 psychographic, geographic and behavioural
- 36 The new range of clothing can be classified as _____ **products**
- 1 shopping
 - 2 convenience
 - 3 range
 - 4 speciality

[TURN OVER]

- 37 Which type of **pricing** is Rebecca using?
- 1 Penetration pricing
 - 2 Leader pricing
 - 3 Skimming pricing
 - 4 Bait pricing
- 38 Which type of **market coverage** has Rebecca chosen?
- 1 Intensive
 - 2 Exclusive
 - 3 Speciality
 - 4 Selective
- 39 An organisation that focuses on selling as much as possible by whatever means is described as _____ **orientated**.
- 1 product
 - 2 market
 - 3 sales
 - 4 operations
- 40 Over the years, management approaches to the marketing function have changed drastically. Place the **evolution** of these orientated management approaches in the correct order
- 1 operations, sales, marketing, consumer
 - 2 sales, operations, consumer, marketing
 - 3 marketing, sales, consumer, operations
 - 4 consumer, marketing, operations, sales
- 41 New fashions and new car models are examples of _____
- 1 product obsolescence
 - 2 product diversification
 - 3 reusable packaging
 - 4 bait packaging

[TURN OVER]

- 42 In its promotion campaign the Tommy Hilfiger perfume 'True Star' featured the well-known singer Beyoncé Knowles using the perfume Beyoncé is a reference person to whom others who admire the singer will look to when taking consumer decisions This is an example of a(n) _____ factor which makes use of _____ to influence **consumer purchasing patterns**.
- 1 group; reference groups
 - 2 group, cultural groups
 - 3 group, opinion leaders
 - 4 individual, opinion leaders
- 43 A competition where consumers have to design a slogan for Kit Kat is a _____ **method**
- 1 sales promotion
 - 2 advertising
 - 3 publicity
 - 4 direct marketing

FINANCIAL MANAGEMENT

Read the scenario and answer questions 44 and 45 below

Teba Ltd, a soccer ball manufacturing company, produced 2 500 units at R17 per unit At the end of their financial year, their financial statements reflected the following costs

Salaries	R10 000
Rent of factory	R15 000
Materials	R7 500
Depreciation	R5 000

- 44 Which one of the following costs is classified as a **variable cost**?
- 1 Salaries
 - 2 Factory rental
 - 3 Materials
 - 4 Depreciation
- 45 What is the **profit/loss** of Teba Ltd?
- 1 R35 000
 - 2 R27 500
 - 3 R12 500
 - 4 R5 000

[TURN OVER]

46 Which of the following **financial ratios** are **correct**?

- a The acid test ratio should be used in combination with the current ratio
- b The current ratio reflects the relationship between the value of current assets and the extent of current liabilities
- c The liquidity ratio indicates the ability of the business to repay its debts from the sale of its assets upon liquidation
- d Solvency ratios provide an indication of the ability of a business to meet its short-term obligations as they become due without curtailing or ceasing its normal activities

- 1 a b c d
- 2 a c d
- 3 b d
- 4 a b

47 The process for the calculation of **future values** is known as _____ while the process for the calculation of **present values** is known as _____

- 1 discounting, compounding
- 2 compounding, depreciating
- 3 compounding; discounting
- 4 discounting, depreciating

Read the scenario below and then answer questions 48 – 50.

Sarah has her own perfume shop where she designs perfumes based on client preferences. She is busy preparing her financial analysis for the past financial year and has drawn up the following figures

Sales price of perfume	R250 per bottle
Variable cost	R75 per bottle
Total fixed cost:	R40 000 per annum
Number of bottles manufactured and sold:	520 bottles for the year

48 Calculate the **profit** that Sarah would make for the financial year based on the information given above

- 1 R130 000
- 2 R90 000
- 3 R91 000
- 4 R51 000

[TURN OVER]

- 49 Sarah is expecting a decline in her sales due to the economic recession. Calculate the **break-even point** Sarah must reach by using the information provided in the scenario. Answers should be rounded up to the nearest unit.

- 1 229
- 2 160
- 3 181
- 4 235

- 50 If Sarah decides to invest R100 000 into an account for future expansions, what is the **future value of the amount** if she invests it for three years at an interest rate of 5% per annum?

- 1 R115 760
- 2 R105 000
- 3 R130 000
- 4 R112 576

Use the following information about Trendy Clothing Limited to answer questions 51 and 52.

Cash:	R100 000
Inventory	R300 000
Debtors:	R250 000
Trade creditors	R150 000
Bank overdraft:	R100 000
Owner's equity	R90 000
Total debt:	R500 000
Total Assets:	R1 500 000

- 51 The **current ratio** at Trendy Clothing is

- 1 2,4 :1
- 2 3,6 :1
- 3 2,6 :1
- 4 3,5 :1

- 52 The **acid-test ratio** at Trendy Clothing is

- 1 1,3 :1
- 2 3,1 :1
- 3 1,4 :1
- 4 3,5 :1

[TURN OVER]

53 Madiba Ltd borrowed a certain amount of capital at an interest rate of 11% per annum from Absa bank. Assuming a tax rate of 40%, what will Madiba Ltd's **after-tax cost of debt** be?

- 1 7,8 %
- 2 6,6%
- 3 5,1%
- 4 11,25%

54 _____ is the ability of a business to satisfy its **short-term obligations** as they become due

- 1 Solvency
- 2 Liquidity
- 3 Debt
- 4 Profitability

55 The _____ effect of **financial leverage** is because funds are obtained at an interest rate of 15% and then used by the business to earn 30% before tax

- 1 positive
- 2 negative
- 3 neutral
- 4 mediating

56 Given the following information, which of the following calculations are **correct** concerning **cost-volume-profit relationships**?

Selling price per unit	R10
Total variable costs:	R600
Fixed costs per unit.	R3
Total fixed costs:	R300

- a The total number of units sold was 200 units
- b The total profit generated was R100
- c The number of units needed to break even was 75 units
- d The marginal income per unit was R4

- 1 a b c
- 2 a b d
- 3 b c d
- 4 a c

[TURN OVER]

- 57 You have been given the following information about project X and project Y. The discount rate for both projects is 10%.

		Project X	Project Y
	Initial investment	R120 000	R200 000
Year	Time	Net cash flow	Net cash flow
1	T=1	R20 000	R90 000
2	T=2	R30 000	R150 000
3	T=3	R50 000	R60 000
4	T=4	R10 000	R30 000

Discounting factors

Periods (n)	5%	10%	15%
1	0,9524	0,9091	0,8696
2	0,9070	0,8264	0,7561
3	0,8638	0,7513	0,6575
4	0,8227	0,6830	0,5718
5	0,7835	0,6209	0,4972

Based on the information above, it is **advisable** to _____

- 1 accept both projects
- 2 accept project X and reject project Y
- 3 accept project Y and reject project X
- 4 reject both projects

PURCHASING AND SUPPLY MANAGEMENT

- 58 MTN uses _____ as a tool for laying down standards to **measure the performance** of the purchasing and supply function
- 1 benchmarking
 - 2 decentralised practices
 - 3 profit-leverage effect
 - 4 budgets

[TURN OVER]

- 59 The practice of allowing a purchaser to co-operate on a team with colleagues in other functional management areas so as to perform numerous tasks such as supplier selection and the development of cost-reduction strategies, is known as _____ **teams**
- 1 assisted sourcing
 - 2 functional purchasing
 - 3 cross-functional sourcing
 - 4 internal purchasing and sourcing
- 60 Purchasing and supply consists of several steps or cycles. Which one of the following is generally considered to be the **first step in the purchasing process**?
- 1 Choosing the suppliers
 - 2 Researching price and availability
 - 3 Developing and describing the need
 - 4 Issuing the order and concluding the contract
- 61 Thabo has his own IT Company which has branches in various regions in Gauteng. The head office is in Johannesburg where Thabo resides. The purchasing and supply manager and his personnel, who are also based at the company's headquarters, are responsible for the purchasing and supply function. Thabo's company is an example of a _____ **purchasing and supply function**.
- 1 decentralised
 - 2 centralised
 - 3 tactical
 - 4 strategic
- 62 There are various internal and external factors which influence the time at which purchases should be made. The **internal factors** that influence timing are
- a Market conditions
 - b The lead time and reliability of suppliers
 - c Business policy
 - d The availability of storage space
- 1 a b
 - 2 b c
 - 3 c d
 - 4 b d

[TURN OVER]

- 63 The management of Printmate, a large printing company view purchasing and supply planning throughout the company as very important. Printmate's **planning** at _____ level involves aspects such as the development of human resources, negotiation and purchasing and supply methods.
- 1 operations
 - 2 tactical
 - 3 top management
 - 4 strategic
- 64 Printmate's **planning** at _____ level, involves elements such as supplier alliances, supplier development, supply-chain process integration, availability forecasting and purchasing and supply policy
- 1 operations
 - 2 tactical
 - 3 middle management
 - 4 strategic
- 65 **Stores reception** is part of the _____ step while the **handling of documentation** is part of the _____ step in the purchasing and supply cycle
- 1 receipts, inspection and distribution, closing of order
 - 2 paying, handling errors
 - 3 receipts, inspections and distribution, paying
 - 4 closing of order, paying
- 66 The purchasing manager of a toy company decides that when there are only 20 Snow White Barbie dolls in stock, he will order 50 new Barbie dolls. Which **inventory control system** does this refer to?
- 1 Cyclical ordering system
 - 2 Just-in-time (JIT) system
 - 3 Materials requirements planning system
 - 4 Fixed order quantity system
- 67 Inbus Ltd is looking for an IT company to develop a software program for the company's very specific needs. Which **price determination method** should be used to identify the potential IT service provider to develop this customised programme?
- 1 Affirmative purchasing
 - 2 Brochures and catalogues
 - 3 Published price lists
 - 4 Quotations and tenders

[TURN OVER]

- 68 The selection process is an ongoing process. Which of the following should be taken into consideration during the **selection process of suppliers**?
- a The past performance of existing suppliers
 - b The scope of the transaction
 - c The availability of materials
 - d The general reputation of suppliers
- 1 a b c d
2 b c d
3 a d
4 b d
- 69 Which of the following are the main policies which affect the scheduling or timing of a purchase?
- a Scheduling purchasing according to needs
 - b Advance purchasing
 - c Speculative purchasing
 - d Minimum purchasing
- 1 a b c d
2 b c d
3 a c
4 d
- 70 Dairy Belle Cheese & Butter Ltd uses the **"just-in-time"** system. Which one of the following would be most valuable to them while they are in the process of **investigating** possible **suppliers**?
- 1 Quoted price
 - 2 Technical capability
 - 3 Timeous delivery
 - 4 General reputation

ROUGH WORK

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