**Section: A**

Top of Form



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| **Q1:** | The received goods are stored temporarily at the warehouse and transferred out within 24 hours. Which supporting function is the warehouse performing? | **Mark (1)** |
|  | Consolidation | |
|  | Cross-dock | |
|  | Zero GST Warehouse | |
|  | Standardization | |

Bottom of Form

Top of Form



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| **Q2:** | Which of the following is not an advantage for using a public warehouse? | **Mark (1)** |
|  | Fewer risks and liabilities | |
|  | Allows the organisation to concentrate on core operation | |
|  | Service offered are diverse and specialized. | |
|  | Economies of scale due to other users of the warehouse | |

Bottom of Form

Top of Form



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| **Q3:** | Which of the following value-added jobs are not done by a 3PL? | **Mark (1)** |
|  | Quality checking of goods | |
|  | Labelling of carton boxes | |
|  | None of the choices | |
|  | Delay assembling of goods | |

Bottom of Form

Top of Form



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| **Q4:** | Which of the following is not an advantage for using 3PL? | **Mark (1)** |
|  | Better quality | |
|  | Cheaper cost | |
|  | Having full control of the operations | |
|  | More variety of services | |

Bottom of Form

Top of Form



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| **Q5:** | Which of the following is not under the Warehouse Schemes initiated by the Singapore Government? | **Mark (1)** |
|  | Zero GST Warehouse | |
|  | Licensed Warehouse | |
|  | Public Warehouse | |
|  | Specialised Warehouse Scheme | |

Bottom of Form

Top of Form



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| **Q6:** | Which of the following material handling equipment is most suitable for working on a mezzanine? | **Mark (1)** |
|  | Straddle Trucks | |
|  | Counterbalanced Lift Trucks | |
|  | Trolley | |
|  | Turret Trucks | |

Bottom of Form

Top of Form



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| **Q7:** | The mobile pallet rack is very effective in space utilization. What is one of the reason for NOT using it? | **Mark (1)** |
|  | <10% of space is devoted to aisles | |
|  | Very low storage retrieval productivity | |
|  | Not enough bays for storage | |
|  | Expensive land | |

Bottom of Form

Top of Form



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| **Q8:** | Which of the following storage modes gives the lowest throughput capacity? | **Mark (1)** |
|  | Cantilever | |
|  | Pallet Flow Rack | |
|  | Double-deep Rack | |
|  | Stacking Frames | |

Bottom of Form

Top of Form



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| **Q9:** | A warehouse stores a variety of SKUs. Each SKU occupies 1 or 2 pallets. Which of the following is the most suitable pallet storage system? | **Mark (1)** |
|  | Drive-in rack | |
|  | Pallet flow rack | |
|  | Single deep rack | |
|  | Block stacking | |

Bottom of Form

Top of Form



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| **Q10:** | Which of the following is not an assumption used in calculating the travelling time of AS/RS system? | **Mark (1)** |
|  | The rack length and height, as well as the S/R machine speed in the horizontal and vertical directions, are known. | |
|  | The rack is considered to be a continuous rectangular pick face where the I/O point is located at the lower left-hand corner | |
|  | Pick-up and deposit (P/D) times associated with load handling are considered. | |
|  | Randomized storage is used. That is, any point within the pick face is equally likely to be selected for storage or retrieval. | |

Bottom of Form

**Section: B**

Top of Form



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| **Q11:** | Apson Pte Ltd owns a private warehouse to store their inventory. Majority of the storage system used is vertical lift and pallet flow rack.  List **TWO (2)** advantages of a vertical lift over a static shelving. | **Mark (2)** |
|  |  | |
|  | Word Count: 15 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q12:** | Identify **ONE (1)** advantage and **ONE (1)** disadvantage of pallet flow rack over the push-back rack. | **Mark (2)** |
|  |  | |
|  | Word Count: 46 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q13:** | Apson uses fixed location system for their pallet flow rack. List **THREE (3)** disadvantages of using a fixed location system in a warehouse. | **Mark (3)** |
|  |  | |
|  | Word Count: 35 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q14:** | Apson adopts batched and sequenced putaway method in its operation. Describe this putaway process. Is it efficient? Explain. | **Mark (3)** |
|  |  | |
|  | Word Count: 39 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q15:** | Most of the errors in the storage system are linked to the receiving operation. List any **TWO (2)** good receiving practices that Apson can undertake to improve the receiving operation. | **Mark (2)** |
|  |  | |
|  | Word Count: 56 | Max Words: 1000 |

Bottom of Form

**Section: C**

Top of Form



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| **Q16:** | Apson Pte Ltd manages the distribution of their products to the retail shops. The warehouse will perform the necessary outbound operations after they received the orders.  List any **TWO (2)** actions that can be taken during the outbound process to reduce errors. | **Mark (2)** |
|  |  | |
|  | Word Count: 38 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q17:** | List any **TWO (2)** information required for the label affixed on the outer packaging before shipping to the retailer shops. | **Mark (2)** |
|  |  | |
|  | Word Count: 4 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q18:** | Due to the massive orders from the retailer shops, the pickers use zone-batch method followed by downstream sortation. Describe this picking method. | **Mark (3)** |
|  |  | |
|  | Word Count: 27 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q19:** | Currently, Apson’s retailers are ordering a lot of individual items instead of full cartons. This poses some challenges to the warehouse operation of Apson. Briefly explain **TWO (2)** challenges faced by Apson’s warehouse operations. | **Mark (4)** |
|  |  | |
|  | Word Count: 24 | Max Words: 1000 |

Bottom of Form

**Section: D**

Top of Form



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| **Q20:** | Antech Pte Ltd intends to introduce some key performance index (KPI) for their warehouse operations and has gathered the information below:   * The average received units is 21,000 and the error of putaway is 431 units. * The average number of cartons shipped per month is 135,000. * Approximately 1,010 cartons are shipped wrongly, and 2,160 cartons are shipped outside of the delivery time window per month. * The last physical inventory was done on Dec’18. 729 stored units are found in the wrong locations out of 14,000 storage locations. * The average number of cartons picked per month is 150,000 * It was also noted that during the final inspection (before the packing process), on average 2,706 cartons were picked wrongly per month.   Calculate the Putaway accuracy, Inventory accuracy, Picking accuracy and Shipping accuracy. | **Mark (4)** |
|  |  | |
|  | Word Count: 101 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q21:** | Currently, Antech is using internal benchmarking to measure their warehouse performance. List **TWO (2)** advantages and **ONE (1)** disadvantage with this method. | **Mark (3)** |
|  |  | |
|  | Word Count: 41 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q22:** | One way to improve the inventory accuracy is to conduct cycle count. Antech has 14,000 total items, 2,000 in “A”, 3,000 in “B”, and 9,000 in “C”. Compute the number of items that need to be counted daily based on Ranking method. Refer to table 4.1 for the count frequency per year. Note: You may assume that the company work 250 days in a year.   |  |  | | --- | --- | | Class | Count frequency per year | | A | 6 | | B | 3 | | C | 2 |   Table 4.1 Count frequency for each class per year | **Mark (3)** |
|  |  | |
|  | Word Count: 25 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q23:** | However, Antech chooses the block method. Explain any **ONE (1)** possible reason for making this decision. | **Mark (2)** |
|  |  | |
|  | Word Count: 25 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q24:** | List any **TWO (2)** processes that Antech should not do when they are conducting the cycle count. | **Mark (2)** |
|  |  | |
|  | Word Count: 23 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q25:** | Besides cycle count, identify **TWO (2)** other methods that the company can implement to improve the inventory accuracy. | **Mark (2)** |
|  |  | |
|  | Word Count: 7 | Max Words: 1000 |

Bottom of Form

**Section: E**

Top of Form



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| **Q26:** | John & Andy plan to build a distribution centre (DC) in Vietnam to supply to the local markets. They have identified 3 sites that are suitable. Cost is their primary concern. Table 5.1 to 5.3 below shows the necessary information.   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  | Customer A | Customer B | Customer C | Customer D | Customer E | | Site 1 | 43 | 38 | 42 | 34 | 39 | | Site 2 | 48 | 46 | 49 | 26 | 22 | | Site 3 | 14 | 27 | 21 | 10 | 33 |   Table 5.1 Distance between sites and customers in km   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  | Customer A | Customer B | Customer C | Customer D | Customer E | | No of trip | 58 | 36 | 73 | 69 | 47 |   Table 5.2 Number of to and fro trips to customers’ site   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Land Area |  | Utility |  |  |  | |  | Total Area (m2) | Rental rate ($/m2/month) | Energy used (kWh) | Charging rate ($/kWh) | Water used (m3) | Charging rate ($/m3) | | Site 1 | 10000 | 5 | 15000 | 0.20 | 1800 | 0.80 | | Site 2 | 15000 | 4 | 22000 | 0.20 | 2000 | 0.80 | | Site 3 | 12000 | 3.5 | 18000 | 0.20 | 2100 | 0.80 |   Table 5.3 Cost components  The estimated cost per km travelled is $ 1.50. Compute the values for the blanks in Table 5.4.   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  | Total annual cost |  |  |  |  | |  | Transportation | Rental | Electricity | Water | Total Cost | | Site 1 | $33,321 | **(b)** | $36,000 | **(d)** | **(e)** | | Site 2 | $32,535 | $720,000 | **(c)** | $19,200 | **(f)** | | Site 3 | **(a)** | $504,000 | $43,200 | $20,160 | **(g)** |   Table 5.4 Annual cost for each site  Fill in the values for (a) (), (b) (), (c) (), (d) (), (e) (), (f) (), (g) () | **Mark (7)** |

Bottom of Form

Top of Form



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| **Q27:** | Which site would you recommend to the management? | **Mark (1)** |
|  |  | |
|  | Word Count: 16 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q28:** | Besides the economical factor, there are also non-economic factors. List down any **THREE (3)** non-economic factors. | **Mark (3)** |
|  |  | |
|  | Word Count: 25 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q29:** | John and Andy believe strongly in LEAN. They intend to use the 5S principles in the new DC. What are 5S principles and list any **TWO (2)** benefits? | **Mark (5)** |
|  |  | |
|  | Word Count: 42 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q30:** | Another consideration that they have is on warehouse dock safety. List any **THREE (3)** dock safety measures. | **Mark (3)** |
|  |  | |
|  | Word Count: 48 | Max Words: 1000 |

Bottom of Form

**Section: F**

Top of Form



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| **Q31:** | Your company has decided to shift to a new location. As a senior operation executive, Peter is tasked to come out with a proposal on the layout of this new warehouse. Peter decides to use Systematic Layout Planning. Table 6.1 and 6.2 are the matrix tables that will be used for this planning. Table 6.3 shows the area required for each process.   |  |  |  | | --- | --- | --- | | Symbol | Closeness | Weight | | A | Absolutely Necessary | 4 | | E | Extremely important | 3 | | I | Important | 2 | | O | Ordinary closeness OK | 1 | | U | Un-important | 0 |   Table 6.1 Closeness   |  |  |  | | --- | --- | --- | | Symbol | Reasons for important | Weight | | M | Material Flow | 6 | | W | Work Flow | 5 | | C | Material control | 2 | | S | Supervision/share labor | 3 | | F | Finish goods to replenish pick line | 1 |   Table 6.2 Reasons for important   |  |  |  | | --- | --- | --- | | S/N | Processes | Area required (m2) | | 1 | Receiving & Staging | 2000 | | 2 | Storage | 6000 | | 3 | Picking & Sorting | 2000 | | 4 | Shipment | 2000 |   Table 6.3 Area required by warehouse process  Using the information given in figures 6.1 and 6.2 to fill in the values for (a) and (b) in Figures 6.4 and Figure 6.5 below.  C:\Users\17046589\AppData\Roaming\Republic Poly\eQuest\_assessmentimages\_assessmentimg_-1944909686_832267219.jpeg  Figure 6.4 Activity relationship chart  C:\Users\17046589\AppData\Roaming\Republic Poly\eQuest\_assessmentimages\_assessmentimg_-1944909686_978143166.jpeg  Figure 6.5 Activity relationship chart (Numerical weights)  Fill in the values for (a) (), (b) () | **Mark (2)** |

Bottom of Form

Top of Form



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| **Q32:** | Figures 6.6 & 6.7 below show the current warehouse situation. By using the graph theory, fill in the values for (c), (d) and (e) as shown in Figure 6.7.  C:\Users\17046589\AppData\Roaming\Republic Poly\eQuest\_assessmentimages\_assessmentimg_-719664449_1668364233.jpeg  Figure 6.6 Activity relationship chart (Numerical weights)  C:\Users\17046589\AppData\Roaming\Republic Poly\eQuest\_assessmentimages\_assessmentimg_-719664449_843787221.jpeg  Figure 6.7 Relationship Diagram  Fill in the blanks for (c) (), (d) (), (e) () | **Mark (3)** |

Bottom of Form

Top of Form



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| **Q33:** | Based on the above solution, which of the layout below is a possible solution? What type of flow pattern is this warehouse?  (a)C:\Users\17046589\AppData\Roaming\Republic Poly\eQuest\_assessmentimages\_assessmentimg_-1304049725_-2044201627.jpeg  (b)C:\Users\17046589\AppData\Roaming\Republic Poly\eQuest\_assessmentimages\_assessmentimg_-1304049725_285901289.jpeg  (c)C:\Users\17046589\AppData\Roaming\Republic Poly\eQuest\_assessmentimages\_assessmentimg_-1304049725_1799951887.jpeg  (d)C:\Users\17046589\AppData\Roaming\Republic Poly\eQuest\_assessmentimages\_assessmentimg_-1304049725_-583216850.jpeg  Fill in the blank: ()  Fill in the blank: () | **Mark (3)** |

Bottom of Form

Top of Form



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| **Q34:** | Besides the layout of the warehouse, Peter is also tasked to assign the position of each SKU for a customer based on the popularity of the product. In total, this customer has 10 different SKUs and are all palletized. Table 6.8 below shows the average daily inbound and outbound volume in terms of pallets. Due to the nature of the operation, a forklift is utilized and no more than 1 pallet is allowed per pick. In addition, there should be no consolidated picking for orders less than 1 pallet size. Assumed that the entrance and exit are at the same location.  Table 6.8 Average daily inbound and outbound volume in terms of pallets.   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | SKU | Avg Daily Inbound Volumn (Pallet) | Trips to storage | Average customer order size (Pallet) | Avg Daily Outbound Volume (Pallets) | Trips to shipment | Total Number of trips | | A001 | 32 | 32 | 0.5 | 32 | 64 | 96 | | A002 | 16 | 16 | 2 | 16 | **(a)** | **(b)** | | A003 | 31 | 31 | 0.5 | 31 | **(c)** | **(d)** | | A004 | 38 | 38 | 0.5 | 38 | 76 | 114 | | A005 | 12 | 12 | 0.5 | 12 | 24 | 36 | | A006 | 15 | 15 | 1.5 | 15 | **(e)** | **(f)** | | A007 | 23 | 23 | 0.5 | 23 | 46 | 69 | | A008 | 22 | 22 | 2 | 22 | 22 | 44 | | A009 | 23 | 23 | 2 | 23 | 23 | 46 | | A010 | 12 | 12 | 1.5 | 12 | 16 | 28 |   Refer to Table 6.8, compute the values from (a) to (f).  (a) (), (b) (), (c) (), (d) (), (e) (), (f) () | **Mark (6)** |

Bottom of Form

Top of Form



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| **Q35:** | Peter is planning to consider products similarity to plan the storage layout as it would reduce travel distances when picking or putting away the items. Do you think by doing this, it will reduce travel distance for this scenario? Explain. | **Mark (2)** |
|  |  | |
|  | Word Count: 42 | Max Words: 1000 |

Bottom of Form

**Section: G**

Top of Form



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| **Q36:** | Allstore Pte Ltd operates a contract warehouse. As his range of customers is very wide, he wanted to implement Activity Based Costing to price his logistics services. As this is relatively new to him, he engages you to assist him in this. Table 7.1 shows the cost breakdown in percentage. Furthermore, most of the units handled in the warehouse are pallets.  Table 7.1 Monthly percentage Cost of Allstore Pte Ltd   |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  | Buiding | Fixtures | Equipment | Staff | IT | Consumables | Utility cost | Overhead | | Receiving | 12% | 22% | 19% | 10% | 12% | 29% | 5% | 12% | | Storage | 14% | 17% | 15% | 20% | 40% | 17% | 27% | 24% | | Picking | 6% | 12% | 10% | 23% | 16% | 5% | 17% | 18% | | Consolidating and packing | 12% | 6% | 16% | 20% | 5% | 20% | 15% | 14% | | Shipping | 42% | 28% | 23% | 6% | 15% | 16% | 9% | 14% | | Added value | 14% | 15% | 17% | 21% | 12% | 13% | 27% | 18% | | Total cost ($) | 30000 | 45000 | 20000 | 200000 | 100000 | 10000 | 40000 | 50000 |   Given that there are 10,000 storage locations, and the average usage is 90%, what is the cost of 1 storage location per month? Show your working. Manual workings and excel formula are accepted. | **Mark (3)** |
|  |  | |
|  | Word Count: 29 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q37:** | Assume the total average monthly working hours for receiving operation is 275 hours, and the throughput per hour is 50 pallets, compute the receiving cost per pallet. Manual workings and excel formula are accepted. | **Mark (3)** |
|  |  | |
|  | Word Count: 26 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q38:** | The average monthly outbound throughput is 12,500 pallets. Outbound cost includes the picking, consolidating, packing and shipping cost. Calculate the outbound cost per pallet. Manual workings and excel formula are accepted. | **Mark (4)** |
|  |  | |
|  | Word Count: 66 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q39:** | The manager suggests using WMS to help managed the ABC costing and at the same time help with the warehouse operation. List any **TWO (2)** factors that he should consider before implementing WMS. | **Mark (2)** |
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|  | Word Count: 9 | Max Words: 1000 |

Bottom of Form

Top of Form



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| **Q40:** | The manager is told that WMS can assist warehouse operation starting from ASN. State any **TWO (2)** functions of ASN in WMS. | **Mark (4)** |
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|  | Word Count: 26 | Max Words: 1000 |

Bottom of Form