



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business and Social Studies***  
DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN  
BACHELOR OF COMMERCE (PROCUREMENT OPTION)

**BPC 4305: OPERATIONS MANAGEMENT**

SUPPLEMENTARY/SPECIAL EXAMINATIONS

**SERIES: OCTOBER 2014**

**TIME: 2 HOURS**

**INSTRUCTIONS:**

- Answer Question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper

***This paper consists of Two printed pages***

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**QUESTION 1 (Compulsory)**

- a) i) Distinguish operations management from production management. **(4 marks)**  
ii) Explain the role of an operations strategy. **(4 marks)**  
iii) Explain the **THREE** primary types of technologies that Operations Managers can use to enhance competitive advantage. **(6 marks)**
- b) Explain the ISO – 9000 series standards. **(5 marks)**
- c) Explain any **THREE** short-term capacity planning strategies that managers can use to meet demand. **(6 marks)**
- d) Apart from routine management why is there need for project management. **(5 marks)**

## QUESTION 2

- a) Explain each stage of the project life-cycle. **(10 marks)**
- b) i) Give **SIX** reasons why a project may terminate before completion. **(6 marks)**  
ii) With illustration explain how Gantt charts can be used in planning and scheduling a project. **(4 marks)**

## QUESTION 3

- a) Explain **FIVE** controllable factors that can influence plant location. **(10 marks)**
- b) Explain **FIVE** plant location models used to identify an ideal location for a facility. **(10 marks)**

## QUESTION 4

- a) Taking quality and flexibility as competitive priorities, distinguish between the following pair of each priority:  
i) Product design quality and process quality.  
ii) Product flexibility and volume flexibility. **(8 marks)**
- b) i) Define productivity. **(1 mark)**  
ii) The following information regarding the output produced and input produced and inputs consumed for a particular time period for an EPZ company is given below:

Output	Ksh. 10 million
Human input	Ksh. 3 million
Material input	Ksh. 2 million
Capital input	Ksh. 3 million
Energy input	Ksh. 1 million
Other misc. input	Ksh. 0.5 million

Compute the following productivity indices

- i) Labour productivity **(1 mark)**  
ii) Material and energy productivity **(2 marks)**
- c) Identify **FIVE** core competencies a firm may utilize to turn to competitive advantage. **(5 marks)**

## QUESTION 5

- a) Explain **FIVE** fundamental factors that affect the quality of goods and services. **(10 marks)**
- b) i) List **FOUR** objectives of inspection. **(4 marks)**  
ii) Explain any **THREE** types of inspection. **(6 marks)**