TECHNICAL UNIVERSITY OF MOMBASA

UNIVERSITY EXAMINATION FOR:

BACHELOR OF COMMERCE (PROCUREMENT AND LOGISTICS OPTIONS)

BPC 4305: OPERATIONS MANAGEMENT

END OF SEMESTER EXAMINATION

ORDINARY EXAMINATIONS

SERIES: DECEMBER 2016

TIME: 2 HOURS

DATE: DECEMBER 2016

Instructions to Candidates
You should have the following for this examination
-Answer Booklet, examination pass and student ID
This paper consists of FIVE questions. Attempt Question ONE and any other TWO Questions
Do not write on the question paper.

Question ONE

a) The following represents activities in the launch of a product at Mali Mali Holdings

Activity	Preceding Activity	Duration Days
A	-	4
B	A	7
C	A	5
D	A	6
E	B	2
F	C	3

G	E	5
H	B,F	11
I	G,H	7
J	C	4
K	D	3
L	I,J,K	4

Required:

i. Using the Critical Path Method (CPM), draw the network diagram and find the critical path and project duration (10 marks)

ii. With examples, discuss the conventions followed in drawing the network diagram in one above (10 marks)

b) Operations management has a significant overall effect on society. It has an impact on everything we do, on everything we consume. Explicitly explain the role of operations management in the society (10 marks)

Question TWO

a) Discuss the order winner and order qualifier concepts and clearly discuss how an operations manager can use them to bring out the interface between marketing and operations management (10 marks)

b) Unarguably, one of the most important factors influencing a business organization's ability to compete is the quality of its products compared to those of its competitors. With examples, explain the benefits of high quality to an organization (10 marks)

Question THREE

a) Although some of the costs of poor quality are difficult to quantify (e.g. those associated with customer complaints, loss of reputation, market share etc) different studies have estimated that this cost could range from 10% to 25% of the total cost of the product. Explain the internal and external failure costs in quality management (10 marks)

b) The increasing rate of change has led to increasing complexity of the problems to be solved and consequently the need for integration of different disciplines sources of expertise. Explain why there is a growing need for operations consultancy (10 marks)

Question FOUR

a) What is programme management? With examples, explain the benefits of programme management (10 marks)

b) In aggregate planning there are several planning strategies available to meet customer demand. Explain how operation managers can use Level and Chase strategies in order meet their customers' demand. (10 marks)

Question FIVE

a) Discuss the difference between goods and services clearly showing the goods-services continuum (12 marks)

b) With examples, distinguish between operations management, operations research and industrial engineering (8 marks)