



# TECHNICAL UNIVERSITY OF MOMBASA

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SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT SCIENCE

## UNIVERSITY EXAMINATION FOR:

BACHELOR OF COMMERCE (PROCUREMENT AND LOGISTICS OPTIONS)

BPC 4305: OPERATIONS MANAGEMENT

## END OF SEMESTER EXAMINATION

## SPECIAL/SUPPLEMENTARY 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.**

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### Question ONE

The following table gives the activities predecessors and the 3 time estimating for each in weeks.

<u>Activity</u>	<u>Predecessor</u>	<u>Optimistic Time (<math>t_o</math>)</u>	<u>Most likely Time (<math>t_m</math>)</u>	<u>Pessimistic Time (<math>t_p</math>)</u>
A	-	1	2	3
B	-	1	2	3
C	-	1	2	3
D	A	1	2	9
E	A	2	3	10
F	B	3	6	15
G	B	2	5	14

H	D, E	1	4	7
I	C	4	9	20
J	I, G	1	2	9
K	H, F, J	4	4	4

- Draw the network diagram and determine the project's path and duration (14 marks)
- What is float as used in project management? Determine the total and free float for activity F in (a) above (8 marks)
- Explain the concept of the work breakdown structure and its application in project management (8 marks)

### **Question TWO**

- Operations consultancy is usually aimed at solving functional problems or improving the performance of an organization. With well explained examples, discuss the characteristics of operations management consultancy (10 marks)
- With examples, discuss some of the important emerging issues in operations management (10 marks)

### **Question THREE**

- Discuss the difference between internal and external operations consultants (12 marks)
- Explain how an operations competitive strategy can be formulated using Kaplan and Norton's Generic Strategy Map (8 marks)

### **Question FOUR**

- Scheduling is timetabling – an important operations management activity in both manufacturing and service organizations. Give examples of scheduling activities in both manufacturing and service industries (10 marks)
- Operations managers have a very important role to play in organizations. Clearly discuss the main responsibilities of operation managers in the organization (10 marks)

### **Question FIVE**

- What is productivity? Explain the different measures of productivity in operations management (10 marks)
- The emerging model in the industry is that every organization is in the service business. With examples, explain operations as a service (10 marks)