



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

COURSE CODE : CBM405

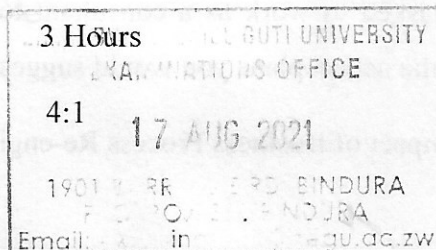
COURSE TITLE : PRODUCTION AND OPERATIONS
MANAGEMENT

SPECIAL REQUIREMENTS :

DURATION : 3 Hours

LEVEL ; 4:1

DATE :



INSTRUCTIONS TO CANDIDATES:

- 1 No cell phones are allowed in the examination venue.
- 2 Question one is compulsory
- 3 Answer any **THREE (3)** questions from section B.
- 4 Begin each question on a new page.
- 5 The number of marks for each question or part question is shown in brackets []

SECTION A: ANSWER ALL QUESTIONS

CASE STUDY:

QUESTION 1.

The GM (Works) has problems with manufacturing budgets, meeting cost reduction targets, and dealing with new products manufacturing schedules. When an indepth interview (non-directive type) was conducted between the GM (Works) and the Chairman of the Company, the GM (Works) explained that many things are happening in the Company about which he is ignorant, particularly the preparation, new product integration, etc. He agrees to the view that the Company is interested in high-growth and high-profit, but he has never been given an opportunity to review his own scheme of things and explain to the top management. The production culture of the company has never been assessed whereas the stringent rules are being directed by the finance and personnel departments. And sometimes, show cause notices are being served to supervisors and senior employees. The Company is introducing new products without assessing the capability of the manufacturing system and the resources.

(a) Suppose you are tasked to work as a consultant to show the perspectives to the Board of Management, explain the action plans you would suggest. **[15 marks]**

(b) Comment on the impact of Business Process Re-engineering (BPR) in situations like these. **[10 marks]**

SECTION B: ANSWER ANY THREE QUESTIONS.

Question 2

“Business organizations are value creating entities” Discuss how organizations create value for customers, using relevant examples. **[25 marks]**

Question 3

(a) What is a strategy in operations management? **[10 marks]**

(b) Describe how an operations strategy is put together in an organization of your choice. **[15marks]**

Question 4

According to Maslow, the needs that people are motivated to satisfy fall into a hierarchy of priority. Giving examples examine the contributions of Maslow's hierarchy of needs to modern management. **[25 marks]**

Question 5

Henry Fayol was deemed the first person to systematize management. Discuss any five management principles advocated by Fayol **[25 marks]**