



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
DURATION : 3 HOURS
LEVEL : 4.1
DATE : 28 JUN 2022

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Question 1 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

QUESTION ONE

CASE STUDY

The GM (Works) has problems with manufacturing budgets, meeting cost reduction targets, and dealing with new products manufacturing schedules. When an in-depth 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 finance and personnel departments are directing the stringent rules. 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 TWO

Using a local company of your choice, discuss how industry 4.0 works in an organization of your choice **[25 marks]**

QUESTION THREE

Discuss the relevance of operations management in Delta Company's performance. **[25 marks]**

QUESTION FOUR

Discuss the relationship between Enterprise Resource Planning and Material Resource Planning **[25 marks]**

QUESTION FIVE

With reference to a company of your choice, identify strategies that are relevant to achieving competitive advantage in production and operations management. **[25 marks]**