



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 : 29 NOV 2022

INSTRUCTIONS TO CANDIDATES:

- 1 No cell phones are allowed in the examination venue.
- 2 Answer all questions in section A
- 3 Answer any **THREE (3)** questions in 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

Project Delays

The Assam Gas Cracker Project conceived as part of the Assam Accord signed in 1985 is yet to see the light of the day. It has been plagued by a host of problems starting from location to economic viability. Originally planned at Tengakhat, it was later shifted to a place called Lepetkata. The project is now being implemented by GAIL (a Government of India enterprise) as the lead promoter (70% share) with another public enterprise OIL (20% share) and the Government of Assam as minor Himadri Barman, Centre for Management Studies, Dibrugarh University, Dibrugarh 786 004 . GAIL had to be brought in after India's largest private sector enterprise Reliance Industries backed out of the project saying that it was economically unviable. The land acquisition for the project (as of mid 2008) is yet to be completed and there is still a lot of uncertainty regarding the availability of raw materials for production. In the meantime, the project cost has spiraled many times over to INR 50 billion, which is likely to go up further.

QUESTION 1

- (a) Discuss the importance of Project Management in the light of the above situation [10 marks]
- (b) As a project manager employed with GAIL, what would be your line of action to see to it that the project will not be delayed any further [15 marks]

SECTION B: ANSWER ANY THREE QUESTIONS.

QUESTION 2

How does National Railways of Zimbabwe achieve operations excellence using POM activities? [25 marks]

QUESTION 3

Discuss the strategies that are relevant to achieve competitive advantage in production and operations management of any tobacco company of your choice [25 marks]

QUESTION 4

In making a feasibility study of a production and operations company for investment, what five checkpoints could provide a clue to the world class status of the company. [25marks]

QUESTION 5

In considering future manufacturing systems, is an automatic factory logical expectation? Discuss [25 marks]

16/20 Pm