



Kasarani Campus
Off Thika Road
Tel.2042692/3
P.O Box 49274,00100
NAIROBI
Westland Campus
Pamstech House
Woodvale Grove

KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
SECOND YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN PROCUREMENT & SUPPLIES
MANAGEMENT

DPS 1401: OPERATIONS MANAGEMENT

Date: 17TH April, 2024

Time: 11.30AM-1.30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

- a) Mr. Mbagaya the Operations Manager is meeting a group of University students specializing in Operations Management. He has been asked to present on the theme of Emerging trends in Operations Management. Explain emerging trends in Operations Management that Mr. Mbagaya should include in his presentation. **(6 Marks)**
- b) Michigan Inc. have concluded carrying out negotiation with one of their potential key suppliers. They are very keen to ensure the success of the contract through monitoring and evaluation of the contract by ensuring that responsibilities are carefully assigned to the right people. Outline the responsibilities that should be assigned to Anne Marie who is to act as the Contract Manager for the duration of the signed contract. **(6 Marks)**
- c) Kenmap, a retail business is unsuccessful in having an amicable solution to a contractual dispute with Mr. P, who is one of their key suppliers of toys. Mrs. Patel, the Retail Manager with Kenmap is worried on the exposure the dispute might put on their business. Mrs. Patel wants John Mark the Supply Chain Manager to explain to her the potential outcome of the stalemate. Highlight the points that John Mark should include in his write up on result of an amicable solution to a contractual relationship with the supplier. **(6 Marks)**
- d) Alice is the Production Manager at Makpit Limited. She has a very urgent order to process for one of her top customers. The Production equipment has however not undergone the routine service and from experience is performing in away suggesting a potential equipment breakdown. Identify the problems that an equipment breakdown is likely to cause to Makpit. **(6 Marks)**
- e) Miss Pome, the new CEO of Magnus Enterprises is convinced that automating the production processes will increase productivity within the company. Describe THREE ways in which deployment of ICT can boost the project management outcomes for the intended purpose at Magnus. **(6 Marks)**

QUESTION TWO (20 MARKS)

- a) Andrew, a student of Operations Management is interviewing for a Role in Product Ideation. He is convinced that a question on the benefits having an effective product idea is likely to feature during the interview. He approaches Ben, a Career Guidance professional for help. Describe FIVE key benefits of developing an effective product idea that the Consultant should include in the discussion with Andrew. **(5 Marks)**
- b) XYZ Corporation recently signed a contractual agreement with Fast Freight Forwarders, a leading Freight Forwarding Company. The Contract Manager with XYZ believes it is the right time to carry out a Post Implementation Review of the Contract. Discuss the potential challenges likely to be encountered in carrying out of post implementation review. **(5 Marks)**
- c) Phillip the Plant Manager is discussing a potential plant layout. He is not however sure on the suitability of this layout. Discuss under what conditions a process layout would be suitable for use by Philip and his team. **(5 Marks)**
- d) Shawn Pearson is having excess capacity that cannot be handled within the current facility. He is reviewing potential sites for a new plant location. Describe the factors that limit the choice of a location that Shawn needs to take into consideration. **(5 Marks)**

QUESTION THREE (20 MARKS)

- a) Mr. Kamangi, the Planning Manager is preparing a departmental paper to present in the weekly production meeting. Explain in details types of production planning that Mr. Kamangi should include in his presentation. **(5 Marks)**
- b) Mrs. Irene the Maintenance Manager wants support from the Technical Manager on ensuring on time maintenance of equipment. With examples discuss in detail the different types of plant maintenance that Irene should include in her discussion with the Technical Manager. **(5 Marks)**
- c) Ben has been appointed to the newly created role of Director of Production. He is reviewing the benefits that production planning carries with it to the business. Discuss the benefits of production planning and control that Ben should review. **(5 Marks)**
- d) Martin the Research & Development Manager is planning to develop and launch a new product. Explain key stages in the product design and development process that Martin must include in order to have a successful launch of his new product. **(5 Marks)**

QUESTION FOUR (20 MARKS)

- a) Beatrice, a supply Consultant has been contracted to stream line the supply chain operations at Bicu Enterprises. He reckons that she has to start by looking at Materials Management is handled at Bicu. Describe the potential Materials Management challenges that Beatrice is likely to come across while undertaking this assignment. **(5 Marks)**
- b) Management at Beba Inua Ltd wants to merge the operations department under finance. Ken, the Operations Manager however feels that the merger will hamper the activities of the Operations Department. He is preparing to seek an audience with the CEO to avert the merger. Explain the importance of operations management that Ken should present to the CEO. **(5 Marks)**

- c) Strategic Management in operations is tasked with making some very tough decisions within the organization. Evans is the Strategic Operations Manager. Explain the specific functional decisions that Evans has to make as the Strategic Operations Manager. **(5 Marks)**
- d) Edwin reckons that there are very many contemporary issues affecting operations management function within his company. He would like to deal decisively with all the contemporary issues affecting operations management. Discuss FIVE ways in which Edwin can overcome the challenges caused by the emerging trends in Operations Management **(5 Marks)**

QUESTION FIVE (20 MARKS)

- a) The responsibilities related to processing payments for contracts typically involve several steps and may involve various stakeholders throughout the End to End payment processing. Finance department is charged with various responsibilities in the payment processing. Discuss Five responsibilities that Finance department plays in contract payment processing. **(5 Marks)**
- b) The second level in operations management is known as Tactical Management which is charged with making certain decisions in the organization. Alfonse is the Tactical Operations Manager. Explain FIVE decisions that Alfonse has to make on behalf of the department of Operations Management. **(5 Marks)**
- c) Materials management experts carry out different jobs within operations department. Bush is the Materials Manager at M&S Corporation. Describe the FIVE different types of roles Bush will be performing at the Company. **(5 Marks)**
- d) To avoid making any mistakes in the construction of the proposed new Distribution Centre, Michael the Distribution Director is leading his team in reviewing how to ensure that they come up with an efficient modern distribution center. Giving examples, discuss FIVE Principles of a Plant Layout that Michael and his team need to consider during the deliberations. **(5 Marks)**