



STRATHMORE UNIVERSITY BUSINESS SCHOOL
BACHELOR OF SCIENCE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT
END OF SEMESTER EXAMINATION
SCM 4104: OPERATIONS MANAGEMENT IN PRACTICE

Date: Tuesday, 25th July 2023

Time: 2 Hours

INSTRUCTIONS

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

QUESTION ONE **(TOTAL 40 MARKS)**

- a) You are a senior operations manager at one of the largest beverage companies in Nairobi and one of the Universities in the region has requested a factory visit depicting important areas for learning as challenges that face operations manager, production line and product design.

Required:

- i. Outline any **FIVE (5)** challenges faced by operations managers. **(10 Marks)**
 - ii. Discuss the process of the beer as one of the beverages produced in this company through the entire production line. **(15 Marks)**
 - iii. Evaluate any **FIVE** attributes that you think features or should feature in one of the beverages, say beer for example as a part of the product design. **(10 Marks)**
- b) Explain any **FIVE (5)** trends in operations management. **(5 Marks)**

Using the provided Case study (a day in the life of Frederic Gode, Operations Manager, Bonpain), answer any TWO of the following questions.

QUESTION TWO **(TOTAL 10 MARKS)**

Discuss using FIVE (5) points on how to solve the problem of a four-hour machine breakdown utilizing total productive maintenance as reported in 8;00 to 8;15 Hours. **(10 Marks)**

QUESTION THREE **(TOTAL 10 MARKS)**

As reported between 8;15 and 9;00 Hours, outline the design framework needed to ensure the problem of colour deviations has been solved as noted in the report as “Noted that the finished baguettes from Line 1 (the oldest line) were showing wide variation in baked colour”.

QUESTION FOUR **(TOTAL 10 MARKS)**

Outline any FIVE (5) factors on how to attack using operations as per the issues in the report provided between 11:30 and 12:30 Hours. **(10 Marks)**

QUESTION FIVE **(TOTAL 10 MARKS)**

- a) Propose any TWO (2) facility layout strategies particularly on issues during the plant tour between 17:00 and 18:00 Hours. **(4 Marks)**
- b) Comment on how the day of an operations manager look like to you? **(6 Marks)**