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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR SECOND YEAR, SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF SCIENCE (BUSINESS ADMINISTRATION)

Date: 14th August, 2024 Time: 11.30am –1.30pm KBA 202 PRODUCTION AND OPERATIONS MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS_

QUESTION ONE (30 MARKS)

CHUMA BORA LIMITED

Chuma Bora Limited is a company that specializes in copper fittings, bronze and iron valves. The company has been operating for the past six years and boasts a significant market share. At the beginning of the year, the company's leadership decided to refocus its strategies on expanding its business portfolio by subsuming new product lines to complement the existing ones.

For the plans to come to fruition, the management has tasked the operations manager to undertake the following: Scout an ideal place to locate the production facility, develop sound procedures for production planning and control, institute tenable environmental policies, developing solid winning strategies for effective operations management, institute appropriate operations planning techniques and ensure sound quality of goods and services acquired from the suppliers.

Required;

a) In reference to the case study, assess five factors the operations manager will have to take into consideration while determining the location of the production facility.

(5 marks)

- b) Describe five steps the operations manager at Chuma Bora Limited will undertake during production planning and control. (5 marks)
- c) Recommend five ways Chuma Bora Limited can achieve environmental sustainability across its supply chain. (5 marks)
- d) Summarize five winning strategies geared towards effective operations that Chuma Bora Ltd can adopt. (5 marks)
- e) Discuss five key approaches Chuma Bora Ltd can adopt in a bid to achieve sound operations planning system. (5 marks)
- f) Examine five appropriate ways to ensure quality goods and services sourced.

(5 marks)

QUESTION TWO (20 MARKS)

- a) Discuss six benefits likely to accrue to an organization that practices continuous improvement in its operations.
- (6 marks)b) explain eight importance of regular maintenance of the new and existing production equipment in an organization.

(8 marks)

(6 marks)

c) Differentiate between manufacturing and service system in Operations Management.

QUESTION THREE (20 MARKS)

a) Advise six key steps an organization should follow when undertaking benchmarking exercise.

(6 marks)Explain six roles of the procurement function in product design, citing relevant examples.

(6 marks)c) Illustrate, using examples, how Medelow's stakeholder matrix can be applied in an organization to

make sound production initiatives. (8 marks)

QUESTION FOUR (20 MARKS)

- a) Examine six capacity planning activities that may be carried out for operational control, citing relevant examples.
- (6 marks)b) Analyze seven supply chain operations decision-making techniques that an organization can adopt.
- c) Analyze seven Contemporary trends sought after in operations management.

(7 marks)

(7 marks)

QUESTION FIVE(20 MARKS)

a) Explain six measures an organization can put in place to ensure successful implementation of Total Productive Maintenance (TPM).

(6 marks)
b) Describe eight strategies an organization can use to reduce waste in its operational processes.
(8 marks)

c) Evaluate six Factors to consider when developing operations system design in an organization (6 marks)