

**UGANDA MARTYRS UNIVERSITY**  
**FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT**

**PRODUCTION/OPERATIONS MANAGEMENT (POM)**

**Examination**

**RUBAGA BAM I EVENING**

**2018 – 2019**

**2<sup>nd</sup> SEMESTER EXAM**

**Date: 7<sup>th</sup> August, 2016**

**Time: 4.00 pm to 7.00 pm**

**Instructions**

- 1. Do not write anything on the question paper**
- 2. Attempt any four questions.**

### **Question one**

Organisations need land, labour, capital, entrepreneurship and information to produce goods and services. The organisation of these inputs emerges into a productive system.

(a) When would a Process Focused Productive System be ideal ?

( 10 Marks)

(b) With reference to Pepsi cola as a sample product, identify and illustrate the stage in the product life cycle (PLC) where it belongs. Support your answer using relevant illustrations and characteristics. ( 8 Marks)

(c) With reference to the product in (b) above, identify with reasons the suitable productive system that the production manager would adopt in its production. ( 7 Marks)

### **Question Two**

(a) Due to the importance of capacity in firms, there must be a deliberate plan to manage capacity.

Required:

Define capacity planning and explain the importance of 'capacity' to a production/operations manager. ( 10 Marks)

(b) The number of applicants for Microfinance is dependent on the number of adverts on Urban TV about that course. The table below shows the number of applicants and adverts for the year 2018.

<b>Number of Adverts</b>	<b>Number of Students Applicants</b>
2	6
4	8

3	10
6	14
9	11
5	16

Required:

- (i) Derive a simple linear regression model explaining how applications (y) depends on adverts (x). Use the model equation derived to forecast the likely number of applicants if 10 adverts are made on Urban TV. ( 10 Marks)
- (ii) Forecast the number of adverts to put on Urban TV if UMU is to register 20 applications for Microfinance. ( 5 marks)

### **Question Three**

The primary role of the operations manager is to ensure that the benefits and costs of quality management are balanced. Quality can be used as a competitive tool -in business because it helps in maintaining customer loyalty. Required:

Write short notes on the following quality management aspects: ( 25 marks)

- Definition of quality
- Total quality management (TQM).
- Expert opinions of quality gurus.
- Frame work of quality management prize schemes
- Requirements of International Standards Organization (ISO) certification schemes.

### **Question Four**

Labor force in an organization needs to be carefully considered because of its contribution to overall productivity of a business. For productivity to be maximized the operations manager must be conscious of the people employed by the organization. Required:

- (a) Discuss the Behavioral Approach( Human Relations Approach) to job design in operations. ( 12 Marks)

- (b) Discuss the relevance of Abraham Maslow theory of Motivation in managing human resources in operations. ( 13 marks)

### **Question Five**

- (a) Differentiate between facility location and facility layout.

( 5 Marks) (b)

Explain the Considerations when deciding on location of a UMU branch in either Kenya or Tanzania. ( 10 marks)

- (c) UMU is to locate its new branch in either Kenya or Tanzania. Fixed costs are USD 1,850 and USD 1,400 in Kenya and Tanzania respectively. Variable costs are 160 cents and 190 cents in Kenya and Tanzania respectively. Assuming the tuition fees in either countries is the same, at what number of students might the two locations yield the same profit? ( 10 Marks)

### **Question Six**

Effective operations management begins and ends with customer; a customer is said to be “the next process.” Employees should think of the next process as their customer. The next and next and the next, and the next...lead finally to the customer. (Schonberger, 1997) “Customers (all of us) energize the operations function like electricity does a bulb.”

#### Required:

- (a) Define operations management. ( 5 Marks)

- (b) Provide a brief history of operations management. ( 10 Marks)

- (c) Discuss the competitive priorities of a business. ( 10 marks)

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