



**KARATINA UNIVERSITY**  
**UNIVERSITY EXAMINATIONS**  
**SECOND YEAR, SECOND SEMESTER EXAMINATION**  
**2023/2024 ACADEMIC YEAR**  
**FOR THE DEGREE OF:**  
**BACHELORS OF HUMAN RESOURCE MANAGEMENT**

**COURSE CODE: BHR 220**

**COURSE TITLE: PRODUCTION AND OPERATIONS  
MANAGEMENT**

**DATE: 19/4/2024**

**TIME: 9.00AM - 11.00 AM**

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**INSTRUCTION TO CANDIDATES**

- SEE INSIDE

**INSTRUCTIONS:** Answer Question **ONE** and any other **THREE**

**QUESTION ONE**

**A CASE**

Production management took a different direction in the early 19<sup>th</sup> Century during the birth of industrial revolution. Thinkers of that generations came up with better methods of production that mostly favored organizations though at the expense of the labor force. Those thinkers noted that, the whole of the organizations' functions were managed as a block and suggested the organizations be broken down into specialized areas such as finance, marketing, project, personnel management etc. In the mid of 20<sup>th</sup> Century other areas gained ground such as ICT, operations and production management. This has resulted to increase in production and service delivery. This has gained momentum irrespective of the nature or size of the organization; whether dealing with production of goods or services and nearly all organizations has created an office of an Operations Manager. With increase technology innovations more changes are expected. At the training institutions such as Karatina University, the change has also gained momentum.

Required:

(a)

(i) Differentiate between operations and production (2 Marks)

(ii) As a student pursuing this course, justify to organizations the need for an operation manager (2 Marks)

(b) Productivity of an organization highly depends on a number of factors. Analyze any four of these factors. (8 Marks)

- (a) Explain ways through which technology has changed operations and production in training institutions such as Karatina University. (9 Marks)
- (b) Elaborate on the contributions of the 19<sup>th</sup> Century thinkers to the production systems of modern organizations. (4 Marks)

## QUESTION TWO

- (a) Explain the term Product Life Cycle citing its relevance in the employment of employees (8 Marks)
- (b) Define the terms represented by abbreviation AIM and elaborate on the connection between them (4 Marks)
- (c) Explain batch production method citing two examples where it is applicable. (3 Marks)

## QUESTION THREE

- (a) James, graduated with Bachelor of Human Management and was employed as management trainee in 2020. Recently, he was promoted to become the Head of Pensions Department and is required to attend a three day's workshop although he was resisting claiming that he understands everything in the department. Justify the need of the workshop and the possible topics that should be covered in the workshop. (9 Marks)
- (b) BiT Company offers both products and services to different categories of customers. Distinguish between the training that should be given to the operations managers in the two areas. (6 Marks)

## QUESTION FOUR

- (a) Discuss three categories of productions used in a large production industry situated in Export Processing Zone in Athi River. (9 Marks)
- (b) Explain SIX factors that should be considered in locating a milk processing plant (6 Marks)

## QUESTION FIVE

- (a) Discuss how the following methods could be used to improve quality of production in a hospital setup:
  - i. Facility layout
  - ii. Technology

- iii. People. (6 Marks)
- (b) Explain three ways in which an organization in Building Construction industry can use the Just-in-Time philosophy. (6 Marks)
- (c) Elaborate on the term forecasting as applied in businesses. (3 Marks)

#### **QUESTION SIX**

- (a) Justify the need for inventory control in any organization. (6 Marks)
- (b) Elaborate on three roles of technology in a modern production unit designed to process fruits. (6 Marks)
- (c) Explain the term capacity as applied in a hotel (3 Marks)