



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
SECOND YEAR, SECOND SEMESTER EXAMINATION
2024/2025 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELORS OF HUMAN RESOURCE MANAGEMENT
COURSE CODE: BHR 220
COURSE TITLE: PRODUCTION AND OPERATIONS
MANAGEMENT

DATE: 28/04/2025

TIME: 12.00PM - 2.00PM

INSTRUCTION TO CANDIDATES

- SEE INSIDE

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

QUESTION ONE

A CASE

Evolution of organizational production management took a different direction in the late 18th Century during the birth of industrial revolution. This was due increased population that demanded better and organizational methods of production in exchange of the small size family production that only catered for family members. In the early years, the whole of the organizational functions were managed as a block. However, with time, management have been broken down into various specialized areas such as finance, marketing, project, human resource, etc. In the recent years another area has been gaining ground, “operations and production management”. This has gained momentum whether the organization is producing goods or services. At the training institutions such as Karatina University that prepares graduates for the industries, operations and production course have been included to the training. The area is gaining momentum since the graduates are well prepared for both product and service industries, and some trainees end up working as operations managers. Any modern organization that fails to appreciate the value of this direction is facing challenges.

Required:-

- (a) As a student pursuing this course, justify to organizations the need for an operation manager in an organization offering banking services. (4 Marks)
- (b) In the early years, organizations were managed in a certain way. Discuss four challenges that could have been faced during production. (8 Marks)
- (c) Analyze four advantages of including operations and production knowledge to human resource students (8 Marks)
- (d) Elaborate five challenges faced by operations managers when top management fails to appreciate the role of production or operations unit (5 Marks)

QUESTION TWO

- (a) Explain the term Product Life Cycle citing its relevance to fashion and design in clothing industry (8 Marks)
- (b) Distinguish between product and service stating two examples of each (4 Marks)
- (c) Explain Job Shop production method citing two examples where it is applicable. (3 Marks)

QUESTION THREE

- (a) Mohamed, a teacher employed by Teacher Service Commission has been working as a teacher since he graduated from a foreign university in 2015. Recently, he was promoted to become the Principal and transferred to Amka Twende School. He was first taken for a three day's workshop to be trained on operations of a school. Initially, he was resisting claiming that he understands everything in the teaching profession. Justify five needs of the workshop and four possible areas that should be covered in the workshop. (9 Marks)
- (b) Company XRT has noted that its products demand is declining due to stiff competition in the market due to poor quality. Explain three different methods the company should use to improve the quality of its products (6 Marks)

QUESTION FOUR

- (a) Discuss four types of productions methods that could be applied in a large production industry like Ruiru Steel Mills that produce variety of products. (8 Marks)
- (b) A Chinese company wishes to establish a potatoes processing plant in Kenya. Explain seven factors that should be considered in locating the plant (7 Marks)

QUESTION FIVE

- (a) Discuss the importance of each term: awareness, improvement and maintenance in a production unit (6 Marks)
- (b) Explain five ways in which an organization in Building Construction industry can use the Just-in-Time philosophy. (5 Marks)
- (c) Elaborate on the term forecasting as applied in production. (4 Marks)

QUESTION SIX

- (a) Justify the six needs for inventory control in any production organization
(6 Marks)
- (b) Elaborate on five roles of technology in a modern production unit designed to produce quality padlocks.
(5 Marks)
- (c) Explain four gurus of quality concept and contribution of each in management of quality in modern organizations.
(4 Marks)