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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY  
UNIVERSITY EXAMINATION, 2019/2020 ACADEMIC YEAR  
SECOND YEAR, SECOND SEMESTER EXAMINATION  
FOR THE DEGREE OF BACHELOR OF SCIENCE  
(BUSINESS ADMINISTRATION)**

Date: 15<sup>th</sup> April, 2019  
Time: 11.00am – 1.00pm

**KBA 202 – PRODUCTION AND OPERATIONS MANAGEMENT**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

- a) Identify the Elements of a good forecast (6 Marks)
- b) Define POM and highlight its main objectives (6 marks)
- c) Highlight the Operational Mix (5ps) of Production and Operations Management. (5 Marks)
- d) Outline the different characteristics between Manufacturing and Service (5 Marks)
- e) Expound on each of these terms related to the historical evolution of operations management:
- i) Industrial revolution (2 Marks)
  - ii) Scientific management (2 Marks)
  - iii) Division of labour (2 Marks)
- f) Before technology and mechanization of the production process, entrepreneurs worked on products from first stage to the final stage to come up with a customized item which was time consuming and labour intensive. Explain the difference between assembly and sub-assembly (2 Marks)

**QUESTION TWO (20 MARKS)**

- a) With an aid of a diagram, explain how the production and operations function intertwines with other organizational functions (10 Marks)
- b) Discuss the advantages and disadvantages of Process Layout (10 Marks)

**QUESTION THREE (20 MARKS)**

- a) Discuss the principles of material handling. (10 Marks)
- b) Identify some of the current trends in operation management and relate them to recent news items or to personal experience. (10 Marks)

**QUESTION FOUR (20 MARKS)**

- a) Outline the stages of Product Development (10 marks)
- b) Discuss the advantages and disadvantages of standardization (10 marks)

**QUESTION FIVE (20 MARKS)**

- a) Flow methods mean that as work on a task at a particular stage is complete, it must be passed directly to the next stage for processing without waiting for the remaining tasks in the "batch". Explain the requirements that must be met for the flow methods to work. (8 marks)
- b) Scheduling tasks are largely a function of the volume of system output. High-volume systems approaches are substantially different from those required by job shops, and project scheduling requires still different from approaches. Explain the factors that determine the success of such a system (7 Marks)
- c) The Basic Economic Order Quantity (EOQ) Model is used to identify the order size that will minimize the sum of the annual costs of holding inventory and ordering inventory. Outline the assumptions involved in this basic model. (5 Marks)