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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2020/2021 ACADEMIC YEAR
SECOND YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)**

Date: 15th December, 2020

Time: 8.30am – 10.30am

KBA 202 – PRODUCTION AND OPERATIONS MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

SHEENA

Sheena had worked for the same company, Fortune Ltd for the past 15 years. Although the company had gone through difficult times, things had started turning around. Due to company wide quality improvement programs that were introduced, customers orders were up and quality and productivity had improved dramatically. It thus comes as a real shock to Sheena, when 400 of her co-workers were suddenly terminated following the decision of the new CEO to downsize the company. After recovering from the initial shock, Sheena tried to find employment elsewhere and eight months down the line she was not closer to finding a job than when she started.

Her funds were becoming depleted and she was becoming more discouraged. Things started becoming bright when she started generating some little income by mowing lawns for her neighbours. She had gotten involved in this by chance when she heard one neighbor remark that there was nobody to cut her grass now that his children were on their own. Almost jokingly, Sheena asked how much he would be willing to pay and soon she started mowing lawns for five neighbours. Other neighbours wanted their lawns to be mowed but she did not feel she had enough time due to her job search. As the rejection letters began to pile she decided to make an important decision in her life which involved mowing her neighbours lawns and she became her own boss.

Initially business was slow but as people realized she was available they started giving her business and she diversified to weeding, gardens, shrubemy and fertilizing lawns. She hired two part-time workers and believes she can expand further.

- a) What tools can Sheena use to improve the quality of her lawn care semies. (6 Marks)
- b) Sheena is the Operations Manager of her business. Among her responsibilities is forecasting:
 - i) What inventory items does Sheena probably have? (6 Marks)
 - ii) How important is quality assurance to Sheena's business. (6 Marks)
- c) Identify ways of eliminating wasters in the production process. (6 Marks)

- d) Describe the main characteristics of production systems. (6 Marks)

QUESTION TWO (20 MARKS)

- a) Discuss the internal factors that are likely to influence productivity of production systems. (10 Marks)
- b) Assess the scope of production and operations management. (10 Marks)

QUESTION THREE (20 MARKS)

- a) Purchasing plays a role in enhancing production as well as reducing the cost of the final product. Discuss. (10 Marks)
- b) Describe the main characteristics of production systems. (10 Marks)

QUESTION FOUR (20 MARKS)

- a). Justify the use of job production system in an organization in the production of goals. (10 Marks)
- b) Differentiate between manufacturing operations and service operations. (10 Marks)

QUESTION FIVE (20 MARKS)

- a) Explain the benefits of Just-In-Time (JIT) application in organizations production operation management. (10 Marks)
- b) Identify and discuss five controllable factors applicable to facility location and planning. (10 Marks)