



MUEO

# MOI UNIVERSITY

OFFICE OF THE DEPUTY VICE CHANCELLOR  
(ACADEMICS, RESEARCH & EXTENSION)

## UNIVERSITY EXAMINATIONS 2022/2023 ACADEMIC YEAR FOURTH YEAR SECOND SEMESTER EXAMINATIONS

### FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT

**COURSE CODE:** BBM 440/BHR 209/BSM 208D

**COURSE TITLE:** PRODUCTION AND OPERATIONS MANAGEMENT

**DATE:** 14<sup>TH</sup> APRIL, 2023

**TIME:** 2.00 P.M. – 5.00 P.M.

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### INSTRUCTION TO CANDIDATES

- SEE INSIDE.

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## BBM 440 PRODUCTION & OPERATIONS MANAGEMENT EXAM

**INSTRUCTIONS: ANSWER QUESTION 1 and any other THREE questions**

### QUESTION 1

*“Decisions are made not because they are easy ..... decisions are made because they are hard” .* Many managers are often caught up in a “Catch 22” situation because of the “management dilemma” they must face. While discharging their duties, a lot of consideration must be put into the consequences of their choices as well as the careful thought given to selection of alternatives available simply because several situations present themselves as “mutually exclusive”. This therefore means that a prudent manager must be well trained and must possess the requisite skills that display his prowess, capabilities and competence that ultimately enable the organization achieve its objective. In light of the above situation,

- i. Determine the two major objectives of operations management **(4 marks)**
- ii. Explain the “Catch 22” situation that results in a “management dilemma” **(3 marks)**
- iii. What conclusion can be made after interpretation of a “false positive” **(2 marks)**
- iv. Explain the steps required for application of ISO 9000 **(5 marks)**
- v. When making a choice between the various inventory control techniques available, demonstrate your understanding of the following:
  - a. FSN
  - b. SDE
  - c. GOLF **(6 marks)**
- vi. Identify five soft skills and explain each of their application in management **(5 marks)**

### QUESTION 2

- i. More women are being appointed to top positions through affirmative action. Men perceive this as putting them in a vulnerable position and giving them a feeling of insecurity and a sense of competition. The position of CEO (Chief Executive Officer) of a leading manufacturing company has fallen vacant and the advertisement has attracted both men and women from the corporate sector who feel suitably qualified to fill the

vacancy. You have been appointed to lead a panel of experts to interview candidates for this position and you are aware that there are subtle differences that exist in management and leadership styles exhibited by both male and female managers separately which emanate from this variance in gender. Give reasons why you would:

- a. choose a man **(5 marks)**
- b. choose a woman **(5 marks)**

- ii. Suppliers are considered a huge resource and they can create an invaluable partnership that can be of immense benefit to both vendors and purchasers. Determine the various methods that can be useful in evaluating their performance **(5 marks)**

### **QUESTION 3**

- i. The newly elected President has inherited an economy that is considered to be “in ICU” and top of his priority list is to put in place measures that will ensure growth of industry, regeneration of the agricultural sector, superior service delivery, enhancement of entrepreneurship etc, all of which should ultimately empower citizens and put money in their pockets. You have been invited to give expert advice so that a policy document can be formulated and incorporated into the government’s strategic plan. In your presentation, identify the factors that you feel can influence productivity **(10 marks)**
- ii. What are the intrinsic differences between the concept of manufacturing operations and the concept of service operations **(5 marks)**

### **QUESTION 4**

- i. After completing university education, finding work is a big frustrating task. Fortunately you win the Sports pesa lottery and decide to migrate to the Netherlands where you hope to further your studies and if possible secure employment. Outline the challenges you are likely to face when adapting to the new environment **(8 marks)**

- ii. From a production management perspective, explain the process through which control is carried out **(7 marks)**

### QUESTION 5

- i. A wise man once said "*beauty lies in the eyes of the beholder*". In manufacturing also, quality is often regarded in the same subjective manner even though there are diverse standards or dimensions of quality. Enumerate what these are **(9 marks)**
- ii. Technology enables the production process to be carried out more efficiently and effectively. Outline the attributes of computers that have made this possible **(6 marks)**

### QUESTION 6

- i. You have recently been appointed by the Governor of your home county to be part of a "think tank" that will formulate a strategic plan that will see the county make a significant contribution to the national exchequer. He is passionate about seeing industrial growth and prosperity for his people and feels that you are the right person to drive forward this agenda. He is cognizant of the fact that success will only be guaranteed if there is focus on addressing planning and implementation issues. Formulate strategies that will be viewed from both long term and short term **(10 marks)**
- ii. Highlight the difficulties you are likely to face when trying to roll out these strategies **(5 marks)**