

The
Management
University
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP/BACHELOR OF COMMERCE

BMT 402 / BCM 322 : PRODUCTION AND OPERATIONS MANAGEMENT

DATE: 31ST JULY 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

consumers. The new innovative idea of the iPod was swiftly entered into the market, and all of Apples competitors were unable to match its exceptional design and functionality. New product's need to be exclusive, advanced and differentiated and the customers need to be able to acknowledge that it is good value for what they are paying for. Every aspect of this criteria is indeed met by the iPod. Apple have a team constantly trying to find ways in which they are able to make the iPod development grow even more so it is able to prolong its market control. It is almost certain that the success of the iPod is liable to persist into the future. Companies achieve competitive advantage through acts of innovation.

They approach innovation in its broadest sense, including both new technologies and new ways of doing things.

Required:

- a) Apple had recognized an opening in an emergent market and they have exploited it successfully by inventing new products. Discuss. **(10 marks)**

- b) Analyse the reasons new product's need to be exclusive, advanced and differentiated and the customers need to be able to acknowledge that it is good value for what they are paying for. **(10 marks)**

- c) Discuss why the worldwide success of the iPod would suggest that they have a very effective strategy in place. **(5 marks)**

QUESTION TWO

- a) Analyse the link between industrial revolution and operations management. **(8 marks)**

- b) Describe Fredrick Taylor's shop management approach. **(7 marks)**

QUESTION THREE

- a) Discuss the reasons operations strategy is directly influenced by product/service plan. **(8 marks)**

- b) Analyse the reasons why a firm should not attempt to excel in all the areas of competitive priorities. **(7 marks)**

QUESTION FOUR

- a) Discuss three time horizons in forecasting. Use illustrations from an organization, sector or industry that you are familiar with. (8 marks)
- b) Analyse the challenges of statistical demand analysis in forecasting. (7 marks)

QUESTION FIVE

- a) Discuss the major types of process decisions. Use illustrations from an organization, sector or industry that you are familiar with. (8 marks)
- b) Distinguish between a batch and job process in production and operations management. (7 marks)

QUESTION SIX

- a) Describe four tools used in quality control. Use examples from an organization, sector or industry that you are familiar with. (8 marks)
- b) Evaluate the national and international quality standards. (7 marks)

