

The
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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: 7TH APRIL 2025

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.

QUESTION ONE

Read the Case Study below carefully and answer the questions a, b and c:

Case Study: Operations Strategy in the Service Industry - XYZ Hospitality Group

XYZ Hospitality Group operates a chain of hotels and restaurants across several major cities. With the increasing competition in the service industry, especially post-pandemic, the group recognized the need to innovate and optimize its operations strategy. The aim was to enhance guest experiences while maintaining profitability. The leadership initiated a comprehensive review of their operations, focusing on five core areas: customer service, technology integration, staff training, supply chain management, and sustainability.

Customer Service Excellence

To remain competitive, XYZ Hospitality Group prioritized customer service as a fundamental aspect of its operations strategy. The organization invested in training programs that emphasized empathy, quick problem-solving, and personalized service. Mystery shoppers were employed to evaluate the service experience at various locations. Feedback from these evaluations was used to tailor training sessions, leading to a significant increase in customer satisfaction scores across all properties.

Technology Integration

Recognition of the crucial role technology plays in the service industry led XYZ to invest in an advanced property management system (PMS) and customer relationship management (CRM) software. This allowed for real-time data on customer preferences, enabling personalized marketing and tailored experiences for guests. Additionally, mobile check-in and digital room keys were introduced to simplify the arrival experience and minimize physical contact, addressing health concerns in a post-pandemic world.

Staff Training and Development

Understanding that employees are the backbone of service delivery, XYZ Hospitality Group implemented a rigorous staff training program focusing on soft skills and operational excellence. Regular workshops and refresher courses were scheduled to keep employees updated on best practices and new technologies. The company also

encouraged a culture of feedback, where team members could share their insights, fostering a sense of ownership and engagement within the workforce.

Supply Chain Management

To maintain quality while controlling costs, XYZ Hospitality Group re-evaluated its supply chain. Collaborations were established with local suppliers to shorten delivery times and support sustainable practices. By sourcing locally, the company not only reduced its carbon footprint but also improved its reputation among environmentally conscious consumers. This approach allowed for fresher menu options and reduced overall operational costs, contributing to better financial performance.

Sustainability Initiatives

Recognizing the growing demand for sustainable practices, XYZ Hospitality Group integrated eco-friendly initiatives into its operations. This included energy-efficient systems, waste reduction strategies, and water conservation programs. The commitment to sustainability attracted a new segment of environmentally conscious consumers looking for responsible dining and lodging options, further differentiating the company from its competitors.

Impact on Business Performance

These strategic initiatives had a profound impact on XYZ Hospitality Group's performance. Customer satisfaction scores increased significantly, resulting in improved online reviews and higher booking rates. Employee morale also surged, decreasing turnover rates and the costs associated with recruitment and training. Overall, by aligning their operations strategy with customer needs and market trends, XYZ Hospitality Group not only improved its service delivery but also enhanced profitability.

Required:

- a) Examine the role technology plays in XYZ Hospitality Group's operations strategy **(10 marks)**
- b) Discuss how customer service improvements impact the overall business performance. **(10 marks)**
- c) Analyze two ways in which sustainability initiatives contribute to XYZ's competitive advantage. **(5 marks)**

QUESTION TWO

- a) Analyze five roles of forecasting in a fish processing factory. Use practical illustrations based on fish processing industry. (10 marks)
- b) Examine five benefits of statistical demand analysis. Use practical illustrations from an organization, industry or sector that you are familiar with. (5 marks)

QUESTION THREE

- a) Evaluate how process re-engineering serves as a strategy for enhanced efficiency in operations management. (10 marks)
- b) Discuss the importance of customer involvement in process management and management of technology. (5 marks)

QUESTION FOUR

- a) Describe five roles of capacity options in production planning and productivity. Use practical illustrations from an organization, industry or sector that is familiar to you. (10 marks)
- b) Discuss two types of productivity behavior. Use practical illustrations from an organization, industry or sector that is familiar to you. (5 marks)

QUESTION FIVE

- a) Evaluate how continuous improvement is applied in Total Quality Management (TQM). (10 Marks)
- b) Discuss four ways in which benchmarking is applicable in the oil and gas industry. (5 marks)

QUESTION SIX

- a) Evaluate five applications of scheduling in project management. Use practical illustrations from an organization, industry or sector that is familiar to you. (10 marks)
- b) Analyze five application of network analysis in project management in the building and construction industry. (5 marks)