



REFORMED CHURCH UNIVERSITY

FACULTY OF COMMERCE

**BACHELOR OF COMMERCE HONOURS DEGREE IN
HUMAN RESOURCES, INDUSTRIAL & LABOUR
RELATIONS MANAGEMENT**

PRODUCTION & OPERATIONS MANAGEMENT

HHRM 228

PART 2 SEMESTER 2

Total Marks [100]

DATE: JUNE 2024

Time: 3 Hours

INSTRUCTIONS

1. This paper has *six (6)* questions
2. Answer question *one (1)* and *any* other *three (3)*
3. Each question carries *25 marks*
4. Start each question on a new page

1. Compare the key concepts of production and operations management in manufacturing and service industries in developing countries. [25 marks]
2. Discuss the importance of lean manufacturing, Six Sigma, and Theory of Constraints in improving operational efficiency of an organization of your choice. [25 marks]
3. Discuss the concept of quality management and its evolution in production and operations management of an organization of your choice. [25 marks]
4. Explain any 5 types of process layouts and their suitability for various production environments in an organization. [25 marks]
5. Discuss the following techniques for process analysis as applied in production and operation management:
 - (i) Flowcharts (8)
 - (ii) Value stream mapping (8)
 - (iii) Process capability analysis (9)
6. Evaluate the impact of process design on factors like production cost, lead time, and quality in an organization of your choice. [25 marks]

END OF PAPER