

**THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION PROGRAMME
FINAL EXAMINATION – 2018 DECEMBER
MCP1604 / MSP9304 – OPERATIONS MANAGEMENT
DURATION: THREE (03) HOURS**



DATE: 16.12.2018

TIME: 09.30 am – 12.30 pm

Instructions:

- Answer any 5 (FIVE) questions.
All questions carry equal marks.
Use of a non-programmable calculator is allowed.
Answers should be methodical and focused.**

Question 1

- a) Discuss different types of operations carried out by organizations and explain the value addition during the conversion stage. Give suitable examples. (10 marks)
- b) Describe the importance of competitiveness. What are the factors that make an organization competitive? (10 marks)

Question 2

- a) Explain why Work Study is considered as an important tool to improve the operations of an organization. Discuss the advantages of using Work Study techniques. (10 marks)
- b) Describe the steps of carrying out a method study and the importance of the primary questions in the setting up of an improved method. (10 marks)

Question 3

- a) What are the major types of plant layouts used in various industries? Give suitable examples and the advantages and disadvantages of using such layouts. (10 marks)
- b) Draw the current layout plan of your office/ factory and comment on its suitability to provide an effective customer service. Present a new layout plan with your comments to improve its effectiveness with justification for your proposed changes. (10 marks)

Question 4

- a) Submit your views/comments on the statement: "Forecasts are rarely perfect" (10 marks)
- b) Home Suppliers (Pvt) Ltd sell refrigerators in 7 provinces in Sri Lanka and their sales figures from 2011 to 2017 are as follows. Draw a graph and compute the trend line and forecast the sales for 2019. (10 marks)

Year	Sales (Rs. millions)
2011	7.4
2012	7.9
2013	8.0
2014	9.0
2015	10.5
2016	14.2
2017	12.2

Question 5

- a) Explain what is ISO 9000 system. Discuss the benefits of having ISO accreditation for an organization. (10 marks)
- b) What is Total Quality Management? Explain its key elements. Discuss the difficulties in implementing a TQM system. (10 marks)

Question 6

- a) What are the 3 main types of production systems? Explain giving examples. (9 marks)
- b) Describe what an Enterprise Resource Planning system is. Discuss the advantages of having an ERP system in an organization. (11 marks)

Question 7

- a) Describe the major stages involved in a Supply Chain Management. Explain how the effective performance at each stage enhances the organizations customer service. (10 marks)
- b) Explain what is meant by Lean Management. What are the benefits gained by the customers and the organizations by the practice of Lean Management? (10 marks)

Question 8

- a) Explain 'innovation' and describe different types of innovations that can occur in an organization. (8 marks)
- b) Write short notes on the followings. (12 marks)
 - i. Sustainability
 - ii. Alternate energy sources
 - iii. Cleaner production

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Formula for Question 4

For linear graph; $y=mx+c$

$$m = \frac{n(\Sigma xy) - (\Sigma x)(\Sigma y)}{n(\Sigma x^2) - (\Sigma x)^2}$$

$$c = \frac{\Sigma y - m\Sigma x}{n}$$

