

THE OPEN UNIVERSITY OF SRI LANKA  
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC  
ADMINISTRATION (CEMBA/CEMPA) PROGRAMME



LEVEL 9

OSP9304/MSP9304/MCP1604– OPERATIONS MANAGEMENT

FINAL EXAMINATION - 2022

DURATION – THREE (03) HOURS

**Date: 3<sup>rd</sup> September 2022**

**Time: 9.30 am to 12.30 pm**

**Note to the students:**

- Answer only FIVE questions.
  - Answers should be focused and methodical.
  - This question paper carries 7 Questions.
1. a) With suitable examples describe the differences between the outputs of manufacturing and service industries. Explain the impact of these differences on different Operations Management activities. (10 marks)
  - b) Explain how the operations management related activities could affect the competitiveness of an organization. Elaborate your answer by selecting a suitable organization. (10 marks)
  2. a) Discuss the strategic importance of forecasting for an operations manager related to capacity, variety, various types of resources and competitiveness of the organization. (08 marks)
  - b) Explain, with their advantages and disadvantages, one qualitative and one quantitative forecasting technique. What method can be used by a large logistics company in forecasting the demand for operational and maintenance parts of motor vehicles under present Sri Lankan economic situation? Give reasons for your selection. (12 marks)
  3. a) Identify the most suitable production system for a
    - (i) large scale garment factory,
    - (ii) medium scale vehicle repair and maintenance workshop,
    - (iii) small scale beauty salon and,
    - (iv) fiberglass fishing boats repair and building facility. Justify your selection.
 Explain the unit cost of production, ability to make customized outputs and the ability to maintain quality standards with the stated production system. (12 marks)
  - b) Suggest the most suitable types of layouts for the organizations stated in 3.(a) above. Give reasons. (08 marks)

4. a) Describe what is meant by Total Quality Management (TQM) and explain the key principles of TQM and their importance for an organization. (12 marks)
- b) Write short notes on any four quality tools that are associated with quality management. (08 marks)
5. a) Describe the basic factors to be considered in making capacity planning decisions. (08 marks)
- b) Explain the strategies that can be adopted by a manufacturing organization in adjusting its operating capacity to meet the demand. (12 marks)
6. Describe-with examples, the importance of a location decision and factors that are to be considered in selecting a suitable region, country, province/district and site for an organization for its competitive advantage. (20 marks)
7. a) Describe key elements of a supply chain. Explain the measures an operation manager would take to overcome the problems associated with the said elements of supply chains that have surfaced and escalated due to prevailing present socio-economic situation in Sri Lanka. (14 marks)
- b) Explain the ABC classification used in inventory management and advantages of using such a system in inventory management. (06 marks)

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