

THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE
MANAGEMENT PROGRAMME



LEVEL 9

OSP9333/MSP9333 OPERATIONS MANAGEMENT

FINAL EXAMINATION - 2022

DURATION – THREE (03) HOURS

Date: 19th October 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.

Question 1.

- a) Describe how the outputs of manufacturing organizations differ from the organizations that produce services, using appropriate examples from the two sectors. Explain how these differences make changes to key operations management decisions applicable to these two types of organizations. (10 marks)
- b) Explain how service sector organizations can use different operations management strategies to improve the competitiveness. Elaborate on your answer by selecting a suitable organization or service division of an organization. (10 marks)

Question 2.

- a) Explain, with their advantages and disadvantages, one qualitative and one quantitative forecasting technique that can be used to forecast the demand of output of an organization. (10 marks)
- b) "A well-designed service system is a user-friendly system with effective links between its front office and back office." Describe the stages of the product/service design process. (10 marks)

Question 3.

- a) With justifications, identify the most suitable production system for a
 - (i) large-scale electronic device assembling plant,
 - (ii) medium-scale printing facility,

(iii) small-scale customized dressmaking tailor shop and,

(iv) lorry/ passenger coach refurbishing workshop.

Your answer should consider the unit cost of production, ability to make customized outputs and ability to maintain quality standards with the stated production system. (12 marks)

- b) Describe, with justifications, the most suitable types of plant layouts for the facilities specified in 3. (a) above. (08 marks)

Question 4.

- a) What is meant by Total Quality Management (TQM)? Explain the key principles of TQM and their importance to a human resource department of an organization. (10 marks)
- b) Explain the impact of quality improvement of an organization on the revenue, cost and profit of that organization. (10 marks)

Question 5.

- a) "Job design looks in to develop jobs that meet the requirements of the organization and its technology while satisfying the jobholders persona and individual requirements."
Describe the key objectives of job design task in the context of operations management. (10 marks)
- b) Describe 'work measurement' and 'motion study' and, explain how they help in improving the job design task. (10 marks)

Question 6.

Describe, with suitable examples, the key quantitative and qualitative factors that are considered in deciding a location for setting up a manufacturing plant of service facility. What additional factors may have to be considered on finalising the selection of a suitable location pertaining to a region, country, province/district, and site due to economic conditions and related issues currently prevailing in Sri Lanka? (20 marks)

Question 7.

- a) Explain the measures an operations manager would take to overcome the issues associated with the key elements of supply chains that have taken place due to the present socio-economic conditions prevailing in Sri Lanka. (12 marks)
- b) What are the various types of inventories available with organizations. Describe the different categories of costs associated inventories that accumulates to total cost of inventories of an organization. (08 marks)

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