



**THE OPEN UNIVERSITY OF SRI LANKA**

**COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC ADMINISTRATION  
PROGRAMME**

**FINAL EXAMINATION 2016**

**OPERATIONS MANAGEMENT MCP1604**

**DURATION THREE (03) HOURS**

**DATE: 15<sup>th</sup> July, 2016**

**TIME: 9.30am - 12.30pm**

**INSTRUCTIONS**

- Answer **ANY FIVE (05)** questions.
- Write legibly and be focused.
- This question paper contains eight questions carrying (20 marks each) in two pages.

**Q1.**

- a) Describe the type of operation/(s) carried out by your (present employment) organization, the resources used and, conversion or value additions provided to your customers. Explain how you would ensure the specifications or service standards are checked and maintained. Give suggestions to improve the product/service of your organization to be more customer oriented. (12 marks)
- b) Define and explain “competitiveness” and the factors on which a firm could compete. (8 marks)

**Q2.**

- a) Discuss the reasons why Work Study is considered as an important and inexpensive tool in improving the operations in manufacturing or service organizations. (10 marks)
- b) List the main steps carried out during a method study explaining the importance of the steps. (10 marks)

**Q3.**

- a) Considering the turnover, financial requirements, capacity and human resources, explain why forecasting is a necessity for an organization. Describe the benefits of having an accurate forecast. What are the costs associated with accurate forecast for an organization? Explain. (10 marks)
- b) With examples explain the qualitative and quantitative forecasting methods used in organizations. Describe the advantages and disadvantages of using these two types of forecasting techniques. (10 marks)

**Q4.**

- a) Describe following concepts in relation to Operations Management with suitable examples; (i) Productivity (ii) Efficiency and effectiveness (iii) Strategy (12 marks)
- b) *Perera, Silva* and *Fernando* are three sales representatives dealing with consumer products, covering Western, Central and Southern provinces. Their sales, number of customers, visits etc. pertaining to these provinces are given in the chart below.

Representative	Perera	Silva	Fernando
Sales (Rs.)	260,000	310,000	170,000
Visits	95	109	67
No. of total customers	130	127	198
Distance travelled(Km)	3900	3150	2070
Salary (Rs.)	58,000	42,000	73,000

Calculate the productivity measures; e.g. Sales per visit value, sales value per Km or sales generated per rupee of the salary or any other measures. Identify the most productive sales person and give your observations regarding the results. Briefly explain any other factors you would consider in selecting the person with highest productivity. (8 marks)

**Q5.**

- a) Discuss the importance of having proper layout plans for organizations. With examples describe the factors that have to be considered when selecting a layout plan for an organization. (10 marks)
- b) Draw the layout plan of your office/Factory. Give your critical comments on the work flow and indicate any changes that would improve the performance. Construct a new plan of the recommended work flow. (10 marks)

**Q6.**

- a) Define and explain 'quality control' and "quality assurance". Discuss the advantages and disadvantages of the said concepts in the context of operations management. (10 marks)
- b) Explain the key elements of Total Quality Management and discuss why it is more beneficial to an organization than the traditional quality control or quality assurance. (10 marks)

**Q7.**

- a) Discuss the use of Enterprise Resource Planning (ERP) systems in organizations and its advantages and the problems faced at the implementation stages. (10 marks)
- b) Explain fully what is meant by Lean Management and what are the benefits enjoyed by organizations practicing Lean Management. (10 marks)

**Q8.**

- a) Identify and write short notes on three types of alternate energy sources which are currently being used in Sri Lanka. Discuss advantages and disadvantages of using the said sources. (12 marks)
- b) Discuss the importance of 'innovation' to the survival of an organization. (8 marks)