



**THE OPEN UNIVERSITY OF SRI LANKA
COMMONWEALTH EXECUTIVE MASTER OF BUSINESS/PUBLIC
ADMINISTRATION
FINAL EXAMINATION – 2017
MCP1604 – OPERATION MANAGEMENT**

DURATION: THREE (03) HOURS

DATE: 6th December, 2017

TIME : 9.30 am – 12.30 pm

Instructions:

Answer any FIVE (5) questions. All questions carry equal marks (20 each).

Illegible hand writing is liable to lose marks.

This question paper has two pages and eight questions.

Q1)

- a. With suitable examples explain the differences between the end products of manufacturing and service industries with suitable examples. Comment on these differences and their impact on various functions of Operations Management. (12 marks)
- b. Describe the operations management related factors that affect competitiveness of an organization. (08 marks)

Q2)

- a. Describe the concept of productivity and using suitable examples explain the importance of developing productivity indicators for a manufacturing and a service organization. (08 marks)
- b. Ranwan Bakers (Pvt) Ltd. is concerned on the increase in energy costs of their Bakeries. Mr. Sunil Perera, the owner, recently invested Rs. 300,000 to make the bakery ovens more energy efficient. This improvement was expected to improve the efficiency of the bakery by 15%. You have been requested to study the following figures and make comprehensive comments and suggestions of the change. (12 marks)

	2015	2016
Production	1500 Dozens	1500 Dozens
Labour	350	325
Capital	150,000	180,000
Energy	30000	27500

Q3)

- a. Describe what is a Flow Process Chart and the advantages of using these charts at the planning stage of setting up of a manufacturing or a service facility. (10 marks)
- b. Draw the layout of your office/ factory or organization and describe how the flow of work (servicing of customers) presently occurs. Give your comments and suggestions to make the flow of work more efficient. (10 marks)

Q4)

- a. With the advantages and disadvantages describe the plant layouts that would be suitable for i) Garment Factory, ii) Engineering Work Shop and, iii) Ship Building Industry. (10 marks)
- b. Describe Total Quality Management (TQM) and write short notes on four Basic Quality Tools used in TQM. (10 marks)

Q5)

- a. Discuss the importance of “forecasting” for an organization and how the forecasting plays a major role in all key areas of the operations of an organization. (08 marks)
- b. Explain two main types of forecasting techniques giving examples. (06 marks)
- c. Explain the necessity of good Human Resources Management practices for the success of operations management functions an organization. (06 marks)

Q6)

- a. Describe the typical supply chain for a manufacturer and discuss each stage and their importance to an operations manager. (10 marks)
- b. Explain how Cleaner Production methods benefit an organization as well as the environment. (10 marks)

Q7)

- a. Explain the main types of organizational plans concerning its operations which are used to set up their activities. Describe the importance of such plans. (10 marks)
- b. Explain what Project Management is and its key areas. (10 marks)

Q8)

- a. Explain what is ‘Innovation’ and describe three areas in an organization where innovation can occur. (08 marks)
- b. Write short notes on i) Lean Management, ii) Continuous Improvement and, iii) Sustainable Production. (12 marks)

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