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THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT
FINAL EXAMINATION – 2015
MCP2133 – OPERATIONS MANAGEMENT
DURATION: THREE (03) HOURS

Date: 19th December, 2015

Time: 9.30 am – 12.30 pm

This paper consists of 8 questions and has 2 pages.

Instructions:

- Answer any FIVE Questions.
- Answers should be methodical and focused. Use suitable examples and illustrations where necessary.
- Always start new questions in a new page. Follow the instructions given in the answering book.
- Illegible handwriting will cause loss of marks.

1. a) Explain the elements of operations management system of an organization using suitable illustrations. (8 marks)
- b) Explain the difference between 'order qualifiers' and 'order winners' (6 marks)
- c) Discuss how an organization engaged in manufacturing has to look beyond just performance, but to concern on their competitive priorities; cost, quality, speed of delivery and flexibility, to face the competitiveness. (6 marks)

2. a) Outline the salient features of services compared to goods. Explain these features using human resource management functions as examples. (6 marks)
- b) Discuss the applicability of operations management techniques in manufacturing and services sectors. (5 Marks)
- c) Describe following concepts in relation to Operations Management with suitable examples;
(i) Productivity (ii) Efficiency and effectiveness (iii) JIT
(9 marks)

3. a) Explain the 'work study' that is used by operations managers, with its components and benefits. (10 Marks)
- b) With their relevance, describe the primary questions that are raised during a Method Study investigation. (10 Marks)

- 4.
- a) Explain the basic layout types: product layout, process layout and fixed position (project) layouts with suitable illustrations. Elaborate on the key advantages, volume of output, flexibility, production scheduling, cost of manufacturing and implication for human resources associated with the said layout types. (12 marks)
 - b) With justifications, describe the facility layout plans most suitable for;
 - i) a medium scale hospital,
 - ii) a garment Factory with a large output volume
 - iii) a printing shop
 - iv) a construction of a school swimming pool
 (8 marks)
- 5.
- a) Explain what is meant by the operating capacity of a manufacturing or a service facility. Describe the key differences in short term and long term capacity decisions. (8 marks)
 - b) Explain different qualitative and quantitative forecasting techniques that may be used by an operations manager. Describe how capacity planning takes place with the demand forecast. How does the capacity planning decision become a key strategy to improve organizational competitiveness? Explain. (12 marks)
- 6.
- a) Explain why inventories are necessary for an organization. (4 marks)
 - b) Describe different types of costs associated with inventories for an organization. Discuss the managerial implications of costs mentioned related to inventories. Explain the basic Economic Order Quantity model used for inventory control. (12 marks)
 - c) Explain how the ABC analysis improves the inventory control in an organization. (4 marks)
- 7.
- a) Explain different categories of costs associated with quality of an organization. (8 marks)
 - b) Distinguish between "Quality of Design" and "Quality of Conformance" by using a suitable product or a service. (4 marks)
 - c) Explain the relationship among quality, sales and profit of an organization. (8 marks)
8. Write short answers on any 4 of the following. (5 marks each)
- a) Green manufacturing and alternative energy sources
 - b) Determinants of a plant location decision
 - c) Use of ergonomics at work place
 - d) Implementation of TQM practices in an organization
 - e) Relationship between Human Resource Management and Operations Management Department.