

THE OPEN UNIVERSITY OF SRI LANKA  
 MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE  
 MANAGEMENT  
 FINAL EXAMINATION-2017  
 MCP2133- OPERATIONS MANAGEMENT



**DURATION: THREE (03) HOURS**

**DATE : 2<sup>nd</sup> December, 2017**

**TIME : 9.30 am – 12.30 pm**

**Instructions:**

- Answer any FIVE (5) questions. All questions carry equal marks. (20 marks each)
- Illegible handwriting is liable to lose marks.

This question paper has two pages and contains 7 questions.

**Question 1**

- a. Describe the scope of operations function and the nature of the operations manager's job. (8 marks)
- b. Explain "Order Winners" and "Order Qualifiers" by selecting a suitable product or service. (6 marks)
- c. Describe the importance of Order Qualifiers and Order Winners in developing the operations strategy of an organization. (6 marks)

**Question 2**

- a. Describe the new product development process and explain the components of each stage. You are required to elaborate the answer by using a suitable product. (8 marks)
- b. Describe the importance of House of Quality (QFD) as a tool in designing products. (6 marks)
- c. Explain the objectives of using value engineering in product development. (6 marks)

**Question 3**

Process selection refers to the way an organization chooses to produce its goods or provide its services. It has major implications for capacity planning, layout of facilities, equipment and design of work systems.

- a. Describe the following process flow types and explain how variety, volume of output, manufacturing cost per unit and the stages of the product life cycle vary in each flow type.  
 (Process flows: Project, job-shop, batch process, assembly line, and continuous flow)  
 Use suitable illustrations. (12 marks)

- b. Differentiate between 'make to order' and 'make to stocks' strategies. Describe how you would choose between the two strategies. (8 marks)

#### Question 4

- a. Explain the components of work study; 'method study' and 'work measurement' and how they can improve the productivity of an organization. (12 marks)
- b. As a human resource specialist, explain the behavioural aspects that are taken into consideration in job design. (8 marks)

#### Question 5

Aggregate planning refers to a medium-term production plan which utilizes the organizations resources to meet its capacity requirements.

- a. Describe the internal and external factors that influence the production plan of an organization. (10 marks)
- b. Explain 'chase strategy', 'level strategy' and 'mixed strategy' that are used in aggregate capacity planning. (10 marks)

#### Question 6

- a. Explain how Total Quality Management (TQM) can be beneficial for an organization irrespective of whether it produces goods or provides services. (6 marks)
- b. Describe the elements of TQM. (7 marks)
- c. Data collection and analysis are important aspects in continuous improvement. Describe the seven basic quality tools that are used to facilitate continuous improvement. (7 marks)

#### Question 7

Write short notes on any 4 (FOUR) of the following. (5 marks each)

- a. Productivity measures
- b. Lean manufacturing
- c. Enterprise resource planning
- d. Pareto analysis and inventory control
- e. Quantitative forecasting techniques
- f. Four categories of costs associated with quality

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