THE OPEN UNIVERSITY OF SRI LANKA
MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOUCE MANAGEMENT PROGRAMME
OSP9333/MSP9333/MCP2133: OPRATIONS MANAGEMENT
FINAL EXAMINATION – 2022/2023
DURATION: THREE (03) HOURS

Date: 8 October 2023 **Time: 1.30 pm to 4.30 pm**

Note to the students:

- Answer ANY FIVE questions.
- Answers should be focused and methodical.
- This question paper carries 7 Questions.

1. a) Highlight the key differences between 'goods' and 'services' with suitable examples. Explain how the said differences make changes to key operations management decisions applicable to functions of a Human Resource Management division of an organization compared to operations management activities involved in a goods manufacturing unit. *(12 marks)*

   b) Describe the types of inventories needed at a service unit of an organization such as a Human Resource Department. *(08 marks)*

2. a) Explain the need for a forecast for a Human Resource manager. Describe, emphasizing the key advantages and disadvantages, of one qualitative and one quantitative forecasting technique that can be used to forecast the availability of knowledge and skills of human resources for a certain technical job of an organization. *(12 marks)*

   b) Explain two demand management techniques applicable for products and two such techniques for services. *(08 marks)*

3. a) With suitable examples, explain following production systems while addressing the quantity, unit cost of production, ability to make customized outputs and ability to maintain quality of the intended output.
   (i) Job shop
   (ii) Assembly lines
   (iii) Mass production
   (12 marks)

b) Describe, with justifications, the most suitable production type for a Human Resource Department of a large scale garment factory with over 1500 employees. *(08 marks)*

4. a) Explain the different types of costs associated with quality. *(06 marks)*

b) Describe at least 3 quality tools that are commonly used by operations managers in managing quality. *(06 marks)*

c) Explain what measures you would take to improve the quality of services of a Human Resource Department of an organization. *(08 marks)*

5. a) Explain following aggregate production planning criteria;
(i) Chase demand strategy
(ii) Level strategy
(10 marks)

b) Explain the key decisions taken by an operations manager in aggregate planning in meeting the demand patterns of an organization under the above mentioned criteria. *(10 marks)*

6. a) Explain 'work study' and the importance of work study at a workplace. How can work study be helpful for a service-oriented organization? Explain. *(12 marks)*

b) Describe the determinants of location for a service oriented organization using a suitable example. *(08 marks)*

7. Explain **any TWO** (2) of the following with suitable examples and illustrations where necessary. *(@ 10 marks each x 2)*

a) Order winners and order qualifiers for a commercial bank.

b) Explain lean manufacturing techniques and its benefits to an organization.

c) Operations management with the new trends in information technology.

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