THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF MANAGEMENT STUDIES
BMSHONS IN MARKETING MANAGEMENT
MMU4402 MARKETING OPERATIONS
FINAL EXAMINATION – 2023 / 2024
DURATION – THREE (03) HOURS

DATE:21st DECEMBER 2024 ***TIME: 9.30 am – 12.30 pm***

INSTRUCTIONS: Answer Question One (01) and Two (02) Other Questions.

Question One

Read the following write-up and answer the questions given at the end.

Big was a company that manufactured high-quality ice cream made from natural ingredients. It was the market leader in ice cream due to the flavors of the product and its commitment to social and environmental issues. It was acquired by ABC, a multinational company, for $ 500 million. At first, the owners of the Big refused to sell the company, but later, they sold it with the promise of continuing its mission of sustainability promotion. However, after the acquisition, ABC had to streamline Big's operations to fit into ABC's global supply chain. ABC had to close down a factory and distribution plant to enhance its operational efficiency; ABC made some changes in production and distribution, which led to the centralization of operations in certain regions, such as expanding some existing plants and shutting down others that were underperforming or not part of the global strategy. This caused the laying off of employees of those factories. Despite these changes, under the management of ABC, Big continued to advocate for social causes, environmental sustainability, and fair-trade practices, such as committing further profits to support local farmers, reducing the environmental impact, and advocating for social and political justice. It holds certification for high economic and social standards and pays a higher wage rate than the national average.

a. Elaborate on how Big's sustainability business model continued after the acquisition of ABC multinational, using the concept of the Triple Bottom Line (TBL) – Profits, People, Planet using the examples in the given scenario. (25 Marks)

b. How the changes ABC has made to streamline the operations of Big, will improve the productivity and the profits? (15 Marks)

c. Do you agree with the decision of Big to sell its business to ABC? Justify your answer. (10 Marks)

(Total 50 Marks)

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Question Two

Explain the four key competitive dimensions of operations by providing relevant real-world examples for each dimension. **(25 Marks)**

Question Three

a. Name five unique design characteristics of service blueprinting. (5 Marks)

b. Discuss the importance of managing a 'moment of truth' for a service organization, providing suitable examples. (20 Marks)

(25 Marks)

Question Four

"The costs associated with inventory are crucial for businesses of all sizes and industries." Explain this statement by discussing the various costs associated with inventory. **(25 Marks)**

Question Five

a. List the five major nested supplier relationship processes. (5 Marks)

b. Explain three success factors that influence supplier development, providing suitable examples. (20 Marks)

(25 Marks)

(Total 100 Marks)

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