

UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Bachelor of Business Administration (Level I – Semester IV) Examination - 2010

MKT 1201 – Operations Management

Two (02) Hours

Answer Any Four (04) Questions

Use of non-programmable calculators is allowed.

01. The term 'Operations Management' (OM) refers to the systematic design, direction, and control of processes that transform inputs into services and products for the use of internal as well as external customers.

i. Identify any six (06) major functions of OM.

(06 Marks)

ii. "OM decisions directly impact on each other and need to be carefully linked together aligning with company's strategic direction."

Do you agree with the above statement? Justify your answer giving appropriate descriptions and examples.

(10 Marks)

iii. Describe briefly any three (03) main trends that you have observed in Sri Lankan context with respect to the field of OM.

(09 Marks)

(Total 25 Marks)

02. i. Describe in brief main process flow structures.

(05 Marks)

ii. Explain briefly why the process selection is considered as a strategic decision, using relevant justifications and examples, where necessary.

(11 Marks)

iii. Identify any three (03) main contributions to the discipline of OM in each period of scientific management and human relations movement.

(09 Marks)

(Total 25 Marks)

03. i. Illustrate how would you use the location factor rating method for select best geographical place in Sri Lanka to locate a university. Make **su** consider;

- at least five (05) relevant factors for the selection
- three (03) alternative places
- appropriate weights and scores

Provide suitable justifications for your answer.

(15 Ma

- ii. Describe briefly any four (04) possible short-term capacity modification strategies that can be implemented by an operations manager working garment factory that operates below the required operations capacity level.

(10 Ma

(Total 25 Ma

04. i. "Cross-functional coordination is essential to effective management".

Explain briefly the nature of relationships between operations and other functional areas. Use examples to justify your answer.

(10 Ma

- ii. Assume that you have been asked to design a layout for a newly constructed office building. A total of six (06) offices should be arranged within the building. The following 'closeness matrix' (Table 1) summarizes estimated daily trips between the offices. Further, Table 2 shows an alternative layout that they have already developed.

Table 1 - Closeness Matrix

Offices	A	B	C	D	E	F
A	—	25	90			185
B		—			105	
C			—		125	125
D				—	25	
E					—	105
F						—

Table 2 - Alternative Layout

C	F	A
B	E	D

- a) Do you think that the alternative layout plan given in Table 2 is the best layout? Give reasons for your decision.

(05 Marks)

- b) If you propose a better layout for the office building what it would be? Give reasons why you consider it as a better layout compared to the alternative one.

(10 Marks)

(Total 25 Marks)

05. i. "Total Quality Management (TQM) is a comprehensive approach to quality compared to the quality control approach".

Briefly explain your views on the above statement highlighting at least four (04) main principles of TQM.

(10 Marks)

- ii. Write short notes on any three (03) of followings;

- a) Operations structure and infrastructure
- b) Lean thinking
- c) Qualitative forecasting techniques
- d) Process velocity and utilization rate
- e) Costs of quality

(05 × 3 = Marks 15)

(Total 25 Marks)