



# UNIVERSITY OF COLOMBO, SRI LANKA

## Faculty of Graduate Studies

### Postgraduate Diploma in Business Management (m-Learning) – Semester II Examination – December 2020

#### PGDBM -ml 5206 – Operations Management

Four (04) hours

Answer All Questions

This is an open book examination

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01. “Operations Management (OM) may be defined as the management of systems or processes that create goods and/or produce services”.

i. Using appropriate examples, describe the importance of having knowledge about OM for non-operation managers such as Finance, Marketing, HRM and Information Technology, etc.

(10 Marks)

ii. Select a large scale manufacturing company of your choice, and describe the key responsibilities of its Operations Manager(s) with more details.

(15 Marks)

**(Total 25 marks)**

02. i. What is Operations Strategy (OS)? Explain with appropriate example(s). Why OS is needed for a business organization?

(10 Marks)

ii. ‘The Elegance’ is a floor tile manufacturing company that is located at the Export Processing Zone in Koggala, Sri Lanka. It caters to a few overseas markets in the South Asian and Middle East regions. It has another factory located at Biyagama. It caters to the local market. The main materials of these factories are imported from suppliers in China, Vietnam, and a few other regional countries.

Explain to what extent the locations of these factories are appropriate for ‘The Elegance’ for the smooth functioning of its operations. Justify your answer.

(15 Marks)

**(Total 25 marks)**

03. i. Why quality management has become significant in managing the operations of modern businesses? Explain the key attributes of the Total Quality Management (TQM) approach.

(10 Marks)

ii. “In designing job operations, it is required attention to both productivities as well as the satisfaction of jobholders”.

Do you agree with the above statement? Justify your answer providing concepts and techniques of various job design approaches available.

(15 Marks)

**(Total 25 marks)**

04. i. Compare and contrast the job-shop processing and assembly-line processing.

(10 Marks)

ii. Compare the main characteristics of functional layout and product layout. Explain, using examples, what type of layout is more appropriate for what type of operations. Give reasons for your answer.

(15 Marks)

**(Total 25 marks)**