

EASTERN UNIVERSITY SRI LANKA
FACULTY OF COMMERCE AND MANAGEMENT
FINAL YEAR SECOND SEMESTER EXAMINATION IN BACHELOR OF BUSINESS
ADMINISTRATION – 2016/2017 (March - 2019) (PROPER/REPEAT)

MGT 4043 Operation and Quality Management

Answer all five questions

Time: 03 hours

Q1

- a). *“The scope of operations management ranges across the organization and there are a number of issues that are high priorities of many business organizations.”*

Based on the above statement identify and describe current issues in business that impact Operations Management.

(Marks 06)

- b). *“Many organizations have developed codes of ethics to guide employees’ or members’ conduct. Ethics is a standard of behaviour that guides how one should act in various situations.”*

Based on the above statement identify and describe five principles for thinking ethically.

(Marks 06)

- c). *“Supply Chain Management is being given increasing attention as business organizations face mounting pressure to improve management of their supply chains. In the past, most organizations did little to manage their supply chains.”*

Based on the above statement explain the need to manage the supply chain.

(Marks 08)

(Total Marks = 20)

Q2

- a). *“Identifying whether the operation is a service- or manufacturing orientated organization is an important step in analyzing its performance. Another important criterion is the type of environment within which the operation functions.”*

Based on the above statement explain the key environmental variables that operations managers need to assess to design the operation so that it matches these features of its environment as closely as possible.

(Marks 08)

- b). *“Strategy is a course of action together with decisions on the specification and deployment of resources required to attain a stated objective. Depending on the size and type of organizations there are different forms of strategy become important.”*

Differentiate between three major forms of strategies in an organization.

(Marks 06)

- c). *“The contribution made by an operations function is crucial to the long-term success of a manufacturing or service organization. The operations function makes this vital contribution to a firm’s competitiveness through the major performance objectives.”*

Based on the above statement explain the major performance objectives of the operations function.

(Marks 06)

(Total Marks = 20)

Q3

- a). *“Productivity is seen as one of the most important measures of performance in Operations Management. It is also vitally important in terms of profits, customer satisfaction and competition in all types of organization.”*

Considering the above statement define the term **“Productivity”** and explain the strategic determinants of service productivity.

(Marks 06)

- b). *List and explain the critical issues in productivity improvement.*

(Marks 06)

- c). *“Benchmarking is an integral part of the improvement process – it is a natural development of a firm’s desire to improve by comparing itself with the best.”*

Based on the above statement explain the four main types of benchmarking.

(Marks 08)

(Total Marks = 20)

Q4

- a). *“The basic task of capacity planning is to provide the resources necessary to cope with the volume and variety of demands placed by the users of the operation. Situation can at least be managed to protect the operation from suffering from its adverse effects.”*

Considering the above statement explain the techniques to manage capacity in the short term.

(Marks 08)

- b). Explain the interaction between purchasing and the operations function an organization such as; design, production, finance, marketing, and sales.

(Marks 06)

- c). *“Successful businesses make sure that they know about the abilities of their existing and potential suppliers in doing what is expected of them.”*

In view of the above statement list and explain the important aspects organizations need to appraise the suppliers before purchasing anything.

(Marks 06)

(Total Marks = 20)

Q5

- a). *“Control requires measurement and a standard of performance to compare the measurement with. Improvement requires diagnosis of the cause of failure to meet the performance standard and some capacity for action to improve the situation.”*

Based on the above statement, explain components of quality Measurement.

(Marks 08)

- b). *“Total Quality Management(TQM) is concerned with allowing those in the best position to see improvement potential to implement improvements. There are many descriptions of TQM but one of the clearest is that of Nicholls (1993) who identified four phases through which an organization passes to achieve total quality.”*

Identify and explain four phases identified by Nicholls through which an organization passes to achieve total quality.

(Marks 06)

- c). List and explain the strategic issues in Operations Management.

(Marks 06)

(Total Marks = 20)