



UNIVERSITY OF KELANIYA – SRI LANKA

Centre for Distance and Continuing Education

FACULTY OF COMMERCE & MANAGEMENT STUDIES

Bachelor of Commerce (Special) Degree Second Year Examination (External) – 2015

March/ November 2021

BCOM E 2065 – Operations Management

Number of questions: Six (06)

Time: 03 hours

Answer any five (05) questions.

Question No. 01

- a). Define what is Operations Management?
(04 Marks)
 - b). Explain why a proper coordination among the other business functions is necessary for the effective functioning of operations in an organization.
(06 Marks)
 - c). “Success of operations strategies depends on number of factors”. Explain those factors briefly.
(10 Marks)
- (Total 20 Marks)**

Question No. 02

- a). Define what is value in Operations Management.
(04 Marks)
 - b). Explain any three competitive dimensions in operations strategy.
(06 Marks)
 - c). Operations and supply chain strategy is concerned with setting broad policies and plans for using the resources of a firm and must be integrated with corporate strategy. Discuss triple bottom line concept relates to corporate strategy.
(10 Marks)
- (Total 20 Marks)**

Question No. 03

a). Classify reasons for design goods and services.

(04 Marks)

b). You have observed that there is an increasing demand for fruit juice nowadays. Therefore, you are planning to start fresh fruit juice bar in Kiribathgoda area. What factors do you consider in this regard?

(06 Marks)

c). Mr. Manjula is the owner of a Luxury Salon Chain. He always state that “becoming Lean is about becoming competitive, which can often mean that a business can grow its sales with the same number of staff”. As the Operations Manager of the luxury saloon chain, suggest the technique to transform the luxury saloon chain to a lean service organization.

(10 Marks)

(Total 20 Marks)

Question No. 04

a). Describe two types of forecasting approaches based on the time periods.

(06 Marks)

b). Following table shows the actual sales data of the ABC Ltd. Answer the questions based on the information in the table below.

Year Quarter	2014	2015	2016	2017	2018
Q1	108	110	120	118	122
Q2	92	98	101	100	103
Q3	65	70	72	69	80
Q4	126	115	132	140	138

i). Calculate the seasonal index for the quarters by using the simple average method.

(10 Marks)

ii). Identify the most important quarter for businesses? Give reasons.

(04 Marks)

(Total 20 Marks)

Question No. 05

- a). Explain the difference between assembly line and cellular layout formats.
(04 Marks)
- b). “The layout of the service store is extremely important to give high level of customer satisfaction.” Discuss this statement with relevant examples.
(06 Marks)
- c). “The Toyota Production System was developed to improve **quality and productivity** and is predicated upon two philosophies central to the Japanese culture.” Explain how to apply the philosophies mentioned in the above statement to Sri Lankan organizations.
(10 Marks)
(Total 20 Marks)

Question No. 06

- a). What is value stream mapping?
(04 Marks)
- b). Describe how process innovation has become more important in the service sector than in the manufacturing sector. Illustrate your answer with examples.
(06 Marks)
- c). What drives organizations to shift from current business processes to new business processes in the modern era? Briefly describe the methods available for shifting from existing business process to new business processes in the modern era.
(10 Marks)
(Total 20 Marks)

