



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) – 2016

May 2022

BCOM E2065 – Operations Management

No. of questions: Six (06)

Time: 03 hours

Answer any four questions.

Question Number 01

a). Define ‘operations management’ and ‘operations strategy’.

(05 Marks)

b). Covid-19 pandemic has exposed the vulnerabilities of many companies and may have severe implications on many organizations for years to come.

i). List the operations and supply chain related risks emerged as a result of the nCovid-19 pandemic.

(08 Marks)

ii). How should an organization continue to focus on its business and operations strategy during and post the pandemic?

(12 Marks)

(Total 25 Marks)

Question Number 02

“Still in the digital age, an army of Dabbawala delivers 200,000 lunches to Mumbai’s workers. Hot and healthy food are collected at a small price, in any season, from the residences of workers or from central kitchens, and daily provided to the customers on time. A Dabbawala is someone who carries a Dabba, an aluminium cylindrical tin, containing home cooked food. The Dabbawala’s organization started with a hundred men who lunched the delivering service in the years 1890, a period when Bombay saw an influx of people from various communities and regions of India migrating to the city. This service not only managed to survive, competing with canteens and fast food centres, but has also been extended to other cities on India. Today there are 5,000 Dabbawala in Mumbai, delivering

lunch to 200,000 people every day (400,000 transactions every day). At an average of 200 rupees per lunch box per month, they have a turnover of 500 million rupees per year, despite relatively low in-kind investments in manpower and costs of transports. The efficient sustainable service is a job daily done without any use of technology and with almost no errors.”

a). Distinguish service design from product design.

(05 Marks)

b). Explain the concept of “Designing of service” by analyzing the Dabbawalas operations.

(08 Marks)

c). Discuss the key attributes of Dabbawalas operating system that can be used to improve service process technologies.

(12 Marks)

(Total 25 Marks)

Question Number 03

a). Describe the key concepts related to lean manufacturing.

(05 Marks)

b). Explain what are the components need to be used when implementing lean supply chain.

(08 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.

(12 Marks)

(Total 25 Marks)

Question Number 04

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

(05 Marks)

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

Quarter \ Year	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.

(15 Marks)

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

(05 Marks)

(Total 25 Marks)

Question Number 05

a). Explain the difference between assembly line and cellular layout formats.

(05 Marks)

b). “The layout of the service store is extremely important to give high level of customer satisfaction.” Discuss this statement with relevant examples.

(08 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.

(12 Marks)

(Total 25 Marks)

Question Number 06

a). What is value stream mapping?

(05 Marks)

b). Describe how process innovation has become more important in the service sector than in the manufacturing sector. Illustrate your answer with examples.

(08 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.

(12 Marks)

(Total 25 Marks)

