



# 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) – 2022

December 2024

#### BCOM E2065 – Operations Management

No. of questions: Five (05)

Time: 02 hours

Answer any Four (04) questions.

#### Question No. 01

- a). Briefly describe the importance of Operations Management to the field of business.  
(05 Marks)
- b). "The Triple Bottom Line is a sustainable framework that measures the success of a business in three key areas" Discuss this statement.  
(08 Marks)
- c). "Benchmarking helps organizations to achieve their stated business objectives by leveraging industry best practices to optimize their operations." Discuss this statement with examples.

(12 Marks)

**(Total 25 Marks)**

#### Question No. 02

- a). Listdown the factors influencing the identification of new product opportunities.  
(05 Marks)
- b). Explain with examples what is new product introduction through flexibility as an operational strategy.  
(08 Marks)
- c). "The restaurant industry is expected to continue to grow in the coming years. The country's tourism industry is booming and this is increasing the demand for restaurants." Discuss using operations management knowledge how to improve the provision of services related to the restaurant industry in today's technological environment.

(12 Marks)

**(Total 25 Marks)**

**Question No. 03**

- a). Briefly explain how short term capacity planning is carried out. (05 Marks)
- b). A company sells 10,000 units of a product per year. The ordering cost per order is Rs 12500 and the holding cost per unit per year is Rs 10.
- i). Calculate the economic order quantity (EOQ).
  - ii). Determine annual ordering and holding costs when using economic order quantity (EOQ).
  - iii). How much should the company order per year if economic order quantity (EOQ) is used?
  - iv). If the company operates 300 days a year, calculate the cycle time between orders. (08 Marks)
- c). In operations management, discuss with current examples how service technology innovations such as AI and automation can be used to improve global service delivery and access to various international markets. (12 Marks)
- (Total 25 Marks)**

**Question No. 04**

- a). State briefly what factors are considered in job design. (05 Marks)
- b). Explain with examples how a business can market "experiences" to improve customer satisfaction and loyalty through its operational processes. (10 Marks)
- c). Specific seasonal sales data (based on quarters) of the beverage industry in Sri Lanka from 2019 to 2023 is shown in the table below. Based on that, calculate the seasonality index and rank the four seasons according to the importance of sales.

Year	2019	2020	2021	2022	2023
First Quarter	0.899	1.299	0.822	1.165	0.801
Second Quarter	1.234	1.161	1.315	1.400	0.912
Third Quarter	1.413	1.662	1.754	0.922	1.391
Fourth Quarter	0.912	0.827	1.118	0.992	1.502

(10 Marks)  
**(Total 25 Marks)**

**Question No. 05**

Write explanatory notes for the following.

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- a) Process structures in manufacturing sector.
- b) Hub-spoke inventory distribution system.
- c) lean method.
- d) Toyota Production System.
- e) Seasonal patterns affecting operations.

(05 Marks x 5)  
**(Total 25 Marks)**

