

UNIVERSITY OF BOLTON
SCHOOL OF BUSINESS AND CREATIVE
TECHNOLOGIES
BA BUSINESS STUDIES PATHWAY
VIETNAM
SEMESTER 2 EXAMINATIONS 2009/2010
STRATEGIC OPERATIONS MANAGEMENT
MODULE NO: BST3010

Date: 18th September 2010

Time: 3 hours

INSTRUCTIONS TO CANDIDATES:

There are **SIX** questions on this paper.

Answer **ANY FOUR** questions.

Students are allowed **FIVE** A4 sheets of notes i.e. **TEN** sides in total.

NO textbooks are allowed.

All questions carry equal marks.

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Answer ANY FOUR questions

Q1

- a) Describe the various transformational processes that are evident in operations management?
(5 marks)
- b) How do you differentiate operations based on the output of the process? Explain using an example for each kind of operation?
(10 Marks)
- c) Explain the 4V's used in operation management to classify operations. Describe the different kinds of operations at either ends of the spectrum using examples.
(10 Marks)

Q2

- a) What are the three main factors affecting sustainability of operations?
(5 marks)
- b) What actions need to be taken by a business to address its effects on the environment and to make sure they are environmentally sustainable?
(10 Marks)
- c) Using two examples highlight the effect of globalisation on the resources being used in your country. What are the implications of globalisation on the manufacturing industry? Explain using an example.
(10 Marks)

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Q3

a) What are the various dimensions in which competitiveness of an operation can be measured?

(5 Marks)

b) What is the role of policy in developing competitiveness of an organisation? Explain by giving two examples how a business has achieved strategic advantage through its policies?

(10 Marks)

c) Explain using four examples how internet can be used to make an organisation more efficient?

(10 Marks)

Q4

a) What are the steps for implementing ABC analysis? Where can it be applied?

(7 Marks)

b) The following information is for a company supplying spare parts to the automobile industry. They find that they have unusually high inventory compared to their competitors. The operations manager wants to know which goods he should be targeting to reduce the inventory next year by 30%. Explain how you will go about performing this task.

(18 Marks)

| | No of units used/Year | Unit Cost |
|--------|--------------------------|-----------|
| Item1 | 19 | 20 |
| Item2 | 54 | 9 |
| Item3 | 20 | 1.5 |
| Item4 | 28 | 6 |
| Item5 | 6 | 10 |
| Item6 | 45 | 2.5 |
| Item7 | 154 | 3 |
| Item8 | 21 | 2.8 |
| Item9 | 17 | 32 |
| Item10 | 18 | 24 |
| Item11 | 14 | 8 |
| Item12 | 120 | 1.5 |
| Item13 | 14 | 54 |
| Item14 | 100 | 2.8 |
| Item15 | 80 | 1.9 |

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Q5

- a) What do you understand by competitive advantage?
(5 marks)
- b) Explain the process of formulating strategy for the organisation.
(8 Marks)
- c) Using the complexity /uncertainty grid explain how you will analyse and identify the competitive advantage of a manufacturing company in your country
(12 Marks)

Q6

Kimberly automotives has a production line with three separate products being made on three separate lines that start at different locations and merge at the assembly and packaging stage. Following data gives a description of various activities and the preceding activity.

| Activity | Preceding activity | Following Activity | Duration |
|----------|--------------------|--------------------|----------|
| A | None | B | 10 |
| B | A | C | 5 |
| C | A | D | 3 |
| D | B,C | E | 7 |
| E | D,F | None | 12 |
| F | C | E | 4 |

For the above data:

- a) Draw a network diagram for the above process.
(8 Marks)
- b) Calculation the total duration of the activity using the critical path.
(5 Marks)
- c) Which activities can be delayed in the event of non availability of raw materials.
(7 marks)
- d) Where can critical path method be used in planning of operations? Identify any limitations of this method.
(5 Marks)

END OF QUESTIONS