

Roll No.

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Total No. of Pages : 03

Total No. of Questions : 15

MBA/MBA(IB) (2012 & onward) (Sem.-2)

PRODUCTION AND OPERATION MANAGEMENT

Subject Code : MBA-202

Paper ID : [C0247]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

- 1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.**
- 2. SECTIONS-B consists of FOUR Sub-sections : Units-I, II, III & IV. Each Sub-section contains TWO questions each carrying EIGHT marks and student has to attempt any ONE question from each Sub-section.**
- 3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.**

SECTION-A

- Q1. Define Operations Management. Why do we study Operations Management?
- Q2. Differentiate between intermittent and continuous production system.
- Q3. Differentiate between process and product layout.
- Q4. What is meant by productivity?
- Q5. Discuss Crosby's fourteen points of Quality Improvement.
- Q6. What is value analysis?

SECTION-B

UNIT 1

- Q7. What is Product Development? Discuss the tools for product development.

OR

- Q8. What is Facility Location? What are the factors affecting location?

UNIT 2

Q9. What is Work Study? Discuss various techniques of work study.

OR

Q10. What is Capacity Planning? Discuss various factors influencing capacity planning.

UNIT 3

Q11. Highlight the importance of control charts in quality control with special reference to X-Charts, R-Charts and np charts.

OR

Q12. Explain Six Sigma Strategy in detail.

UNIT 4

Q13. What is Inventory Control? Explain the various tools of inventory control.

OR

Q14. Discuss the procedure involved in purchasing.

SECTION-C

CASE STUDY

Q15. Read the case carefully and answer the questions.

Indian Institute of Materials Management (IIMM) is a forum for purchase and materials related employees and they have frequent meetings, seminars and annual conventions to share knowledge. In one of their annual conventions the topic was implementation of JIT for competitive advantages. Leading personalities of the Indian industries talked lots of positive points and benefits due to the JIT purchase and JIT manufacturing methods. Many presented calculations and statistics of savings in costs and time and how it helps in reduce the price of the end products and hence competitive advantage. Most of the audience were impressed about the theory and thought of practical application in their respective companies. However, few of the executive participants were more worried about practice and less interested in idealistic theories. One Mr. Jitendra Joshi of LML's Bangalore office was impressed. He has been arranging Engine Block castings, tyre tube sets, machined components, speedometers etc. from southern region to LML, Kanpur Unit. He has 15 years' of experience in facing lots of problems in arranging the long distance supplies. He mustered courage to get up and ask few questions against the JIT and summary of question to Mr. Sudhakar (the speaker) were as follows: Mr. Joshi said JIT cannot be fully implementable in Indian conditions due to following genuine constraints. (a) The inter-state disputes like 'Kaveri Dispute', 'Border disputes' at times disturb the arrangements. (b) On and off terrorism, political agitations, holidays due to

local, regional and national leaders' deaths also disturb work environment.(c)Spread of vendors all over India and vastness of coverage do not enable to know correct position of WIP of vendors.(d)Transport bottlenecks, heavy rains, floods (coastal areas), workers' strikes cause anxiety and worry.(e)Partnership problems, financial and quality constraints are not easily attended or solved. These questions were like a mini speech on anti JIT and the atmosphere in the auditorium got charged up Mr. Sudhakar, the speaker, gave half hearted replies to questions for which Mr. Joshi and his friends were not satisfied. Finally Mr. Sudhakar said: "The system which operate successfully in Japan may not work equally well in other countries." Only when Mr. Joshi took his seat as he felt he has made his view clear on practical problems than merely going through the theory. Suddenly he seems to have won the admiration of the gathering. Prof. Rao who was chairman of the technical session gave his concluding remarks. He appreciated the ideology of JIT but advised executives to take it up step by step and ensure pragmatic views and do not over depend on JIT to fail. This he told as Indian Industrial Environment is yet to mature to take care of JIT systems in totality.

Questions

1. Explain why JIT purchase works well in the developing countries.
2. Do you agree with Mr. Joshi's views on constraints to JIT? Explain the correct problems in northern and eastern India.
3. Write how you feel the JIT systems can be adopted in India with an example.