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Total No. of Pages: 03

Total No. of Questions: 15

MBA/MBA(IB) (2012 & onwards) (Sem. – 2)
PRODUCTION AND OPERATION MANAGEMENT

M Code: 49097

Subject Code: MBA-202

Paper ID: [C0247]

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS 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 Subsections: I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying EIGHT marks. Attempt all the questions that follow it.

SECTION A

1. What is the meant by process selection?
2. Explain the concept of work study.
3. Discuss the need and importance of quality assurance.
4. Explain the concept of control chart for defectives.
5. What is meant by virtual factory concept? Discuss its relevance to operations management.
6. Define logistics and franchising and discuss their relationship.

SECTION B

Subsection-I

7. Define facility location. Discuss the various location analysis methods.
8. Explain the term product development. What are its various techniques?

Subsection-II

9. What are the objectives of designing a facility layout? Discuss different types of layouts.
10. What is the role and importance of capacity planning in production function? List and discuss the important capacity planning decisions.

Subsection-III

11. Explain the significance of quality management in production management. Discuss the different tools and techniques of quality improvement.
12. What is meant by sampling? Explain the various sampling plans.

Subsection-IV

13. What is the need for managing and controlling inventory? Explain the factors affecting the inventory control policies?
14. Write notes on:
 - a) Kanban
 - b) Value analysis

SECTION C

15. CASE STUDY

The general manager of an elevator company had a common problem: he was utterly frustrated with the lack of cooperation between the mechanical engineers who designed new elevators and the manufacturing engineers who determined how to produce them in the factory. The mechanical engineers would often design a completely new elevator without any consultation from the manufacturing engineers and then expect the factory to somehow figure it out how to build it.

Often the new products were extremely difficult or nearly impossible to build, and their quality and cost suffered as a result. The designs were usually sent back to the mechanical engineers for engineering changes to improve their manufacturability. While design and manufacturing played volleyball with the specifications, customers were forced to wait often for months for deliveries.

The general manager knew that if the 2 sets of engineers would simply communicate early in the design process, many of these problems could be eliminated before they even occurred. At this wits' end, he found a large empty room in the factory and brought the mechanical and manufacturing engineers working on the next product, together into the room, one group being on one side and one on the other. Certainly, if all they had to do to communicate was to walk from one side of the room to the other, communication would improve.

The manager relaxed somewhat, feeling that his problem had finally been solved. Upon returning home to the new home of the engineers a few weeks later, he was in for a big surprise. The 2 sets of engineers had finally learned to cooperate. They had cooperated in building a wall of bookcases and file-cabinets right down the middle of the room, effectively separating the large room into 2 separate offices, so they could continue as before.

Questions:

- a) What principles of total quality are illustrated or violated in this case?
- b) What could the general manager have done to improve the communication and the quality of the designs?