

Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-3)

OPERATIONS STRATEGY

Subject Code : MBA-951-18

M.Code : 77055

Date of Examination : 02-01-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. What is operation strategy?
2. Write a note on ABC analysis of inventory management.
3. Explain any outsourcing strategy.
4. What do mean by vertical integration?
5. How is planning of material required done in an organization?
6. How can maintenance programs be classified?
7. What is the importance of social sustainability?
8. What are the implications of Enterprise Resource Planning?

SECTION-B

UNIT-I

9. What are the key operation strategy decision areas? Explain each in brief with the help of examples.

10. Discuss and explain the relationship between grand business strategy and operation strategy.

UNIT-II

11. What is meant by service development strategy? Discuss its implications for different business organizations.
12. List and discuss the various types of inventories. Further elaborate various inventory reduction tactics.

UNIT-III

13. What are various maintenance strategies? Explain in detail.
14. Explain the process involved in technology strategy formulation and also discuss its role in operations strategy.

UNIT-IV

15. What is global supply chain strategy? Explain its importance and role in management of cost and time.
16. Discuss the concept of environment sustainability strategy. Explain its role in contemporary operations management.

SECTION-C

- 17. Study the following case and answer the question(s) that follow:**

A leading non-profit health insurer focused on service as a key differentiator. It wanted to gain insight into current operational performance and develop customer-centric capabilities like self-service and digital competency. PwC's Strategy was engaged to evaluate and address gaps in customer and member engagement.

Leveraging the health insurance expertise, proprietary market research databases, and best practices to help the client develop its differentiated customer-centric capabilities, the insurance company identified quick wins including outsourcing of manual activities, automation of macros/scripting, and standardization of call centre work-from-home policies. We delivered a plan to enhance workforce management, consolidate provider

data claim, and move to pre-pay policy. Additional recommendations addressed network rationalization, timely issuance of ID cards, and reducing SG&A expenses.

The project identified \$25M investment in provider engagement, flexible network design, personalized member service, and real-time enrolment to achieve the desired differentiating capabilities.

Questions

- a. *What kind of customer-centric operations strategy have been identified by the insurance company and what are its benefits?*
- b. *As an operations manager, how are you going to utilize these kinds of customer-centric operations in your insurance company as it is a growing venture and has not been reached to its full capacity?*

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.