Roll No. ☐☐☐☐☐☐☐☐☐☐☐☐ **Total No. of Pages : 02**

Total No. of Questions : 17

MBA (Sem.–3)

OPERATIONS STRATEGY

Subject Code : MBA-951-18

M.Code : 77055

Date of Examination: 09-12-2023

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. Discuss the implications of Enterprise resource planning.
2. Tools of Inventory management.
3. Define Vertical Integration.
4. How does MRP II different from MRP?
5. Define Outsourcing.
6. What is the function of safety stock or buffer stock?
7. Define "Social Sustainability."
8. What is product development strategy?

SECTION-B

UNIT-I

9. Using the flow diagram, explain the various phases involved in the ERP implementation.
10. What is Operation Strategy? Discuss the main factors and how does it fit the firm's overall strategy?

UNIT-II

11. Discuss the service development strategy and its implications for the organisation.
12. "Inventories are idle but still we keep it." Why? Discuss the functions of inventory.

UNIT-III

13. Discuss the various maintenance strategies with the functions and benefits.
14. Explain the concept of Preventive management. What are its benefits and limitations?

UNIT-IV

15. Define the term Global Sourcing. Discuss the various trends.
16. Write a detailed note on Innovation Management and its importance in today's dynamic business environment.

SECTION-C

17. Case study :

Glomove is a Singapore based premier MNC involved in the design, manufacturing, global marketing and selling of its high demand products such as footwear, sports shoes, apparels, equipment etc right from 2006. This profit making firm decided to adopt ERP in 2014 and fully implemented the ERP system by 2015 in its many modules say CRM, manufacturing, HR, SCM, FICO etc. by renowned ERP vendors. Initially ERP was seen as a success, but of late especially after July 2016, the firm's customer attrition, operating cost etc. are increasing whereas the sales volume has come down. Having invested huge capital in ERP implementation and maintenance the firm is now puzzled and want to identify the probable failure factors responsible for this ERP debacle. The firm has approached you and in your assumed role as an ERP Management Consultant to prepare and present the firm with a 'Generic Report' incorporating the most probable factors, possible avenues (both Internal and external) along with any other solid reasons for the ERP failure, as identified by you.

Questions:

a. Prepare the Generic report for the firm with possible avenues. You may assume relevant data for this case, but the same needs to mention in the report.

b. Justify your report with valid points as well as your valuable suggestions for the firm to overcome the debacle.

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.