

Reg No.: \_\_\_\_\_

Name: \_\_\_\_\_

**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**  
Second Semester MBA Degree Examination September 2021 (2020 Scheme)

**Course Code: 20MBA108**

**Course Name: OPERATIONS MANAGEMENT**

Max. Marks: 60

Duration: 3 Hours

**PART A**

*Answer all questions. Each question carries 2 marks*

- |   |   | Marks |
|---|---|-------|
| 1 | Mention the advantages of the 'Lean Production System'.       | (2)   |
| 2 | What is known as cellular layout and what are its advantages? | (2)   |
| 3 | What are the different costs of quality?                      | (2)   |
| 4 | List out the causes of the Bull Whip effect.                  | (2)   |
| 5 | Define JIT.   | (2)   |

(5x2 marks = 10 marks)

**PART B**

*Answer any 3 questions. Each question carries 10 marks*

- |    |  |      |
|----|--|------|
| 6  | Explain different performance objectives of operations management in an organisation.                              | (10) |
| 7  | Explain the significance of forecasting techniques in operational planning and the various methods of forecasting. | (10) |
| 8  | When does a location decision arise and what are the factors influencing the location (plant/facility) decision?   | (10) |
| 9  | Differentiate between Materials Requirement Planning (MRP-I) and Manufacturing Resource Planning (MRP-II).         | (10) |
| 10 | Substantiate why continuous process improvement is important in JIT.   | (10) |

(3x10= 30 marks)

**PART C**

*Compulsory question carrying 20 marks*

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|----|---|------|
| 11 | Consider the following situation:<br><br>You have been asked to look into the operations of a company which is in the business of repairing and overhauling automobiles. Current practices have led to an extreme amount of customer dissatisfaction due to very high waiting time, | (20) |
|----|---|------|

discourteous behaviour of the workforce with the clients, poor quality of workmanship and the high cost of repairing automobiles. As a result, the customers have started getting their services elsewhere. The owner is very keen to improve the situation but he finds that his people are not motivated by a spirit of service basically because of poor wages and indifferent supervision.

This operation is located in an environmentally alert community and they have also been complaining to the local municipal authorities that the nasty way in which operations are handled and wastewater disposed of is causing a lot of inconvenience in the locality. The owner-manager wants your help in improving the effectiveness of systems operations.

Questions:

- a) How will you analyse the situation? What further information you may need?
- b) Prepare a short working paper outlining your suggestions to improve the systems operations.

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