

Reg No.: _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Second Semester MBA Degree Regular and Supplementary Examination June 2023

Course Code: 20MBA108**Course Name: OPERATIONS MANAGEMENT**

Max. Marks: 60

Duration: 3 Hours

PART A*Answer all questions. Each question carries 2 marks*

Marks

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|---|---|-----|
| 1 | State the 'systems concept' in operations management. | (2) |
| 2 | What do you mean by Delphi technique of forecasting? | (2) |
| 3 | Mention the relevance of 'six sigma' in the area of quality management. | (2) |
| 4 | Write notes on FSN and VED analysis. | (2) |
| 5 | Define the term 'Poka Yoke'? | (2) |

(5x2 marks = 10 marks)

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

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| 6 | Differentiate between goods and service operations. Why it is difficult to measure productivity in service operations? | (10) |
| 7 | Elucidate the importance of process flowcharting in operations? Describe the terms (i) Cycle time (ii) Throughput time (iii) Bottleneck | (10) |
| 8 | Explain TQM along with the different tools and techniques deployed for continuous improvement of quality in business operations. | (10) |
| 9 | What do you mean by aggregate planning? Narrate the different steps associated with aggregate planning. | (10) |
| 10 | Contrast push and pull scheduling in relationship with MRP and JIT. | (10) |

(3x10= 30 marks)

PART C*Compulsory question carrying 20 marks*

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| 11 | Consider the following situation:
S.F. Co. is a Small Finance Company registered with RBI, concentrating its business activities in Northern Kerala. They are mainly into Hire Purchase (HP), Housing Loans, Chits, and Gold Loans. Apart from these core areas of business | (20) |
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they are also providing financial services under fee-based activities (Non- fund based financial products) in association with different national and international players, as their corporate agents. These include marketing of general / life insurance products, instant money transfer, share broking, forex, pharmaceutical products distribution etc.

The company has a customer base of roughly over 3 lakhs as of now. It has a branch network of over 1000, spread across Kerala (more concentration is on the northern part of Kerala) and different metros like Mumbai, Delhi, Chennai, Bangalore, and Hyderabad. The company has an excellent team of directors with multi-facet exposures who are generally engaged in decision-making processes. The present employee strength is about 7000 constituting both managerial and clerical cadre.

The company generates their working capital by way of accepting deposits, issuing debentures and shares (listed in various stock exchanges in India). Besides this; the company has a credit arrangement system with different banks too.

The Company's short term objective is that, to become a national player by the year 2025. The company aims at emerging as a Global Player by the year 2030 (long term objective). They are planning to increase the employee strength to 10000 and total branch network to 1250 by the year 2025. At the same time, they are facing difficulty attracting candidates into the managerial cadre and have high attrition among middle-level managers.

You are appointed as a Manager- Operations in S.F. Co. and have been asked to draft an action plan to meet both the short and long term objectives of the company. You have to narrate steps in a definite sequence so as, it could be implemented in that particular order, to accomplish business objectives (Company don't even mind accepting a merger/takeover if there is no solution found otherwise feasible).
