

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

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

**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY**

Second Semester MBA Degree Regular and Supplementary Examination June 2024

**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 | Give the meaning of the term operations management. | (2) |
| 2 | What is process layout?                             | (2) |
| 3 | Define Benchmarking.                                | (2) |
| 4 | State the concept of SCOR metrics.                  | (2) |
| 5 | What do you mean by Poka-Yoke?                      | (2) |

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

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| 6  | “Lean manufacturing is relentlessly work on eliminating waste from the manufacturing process.” How far this is true according to your opinion.                                       | (10) |
| 7  | “Delphi method is an iterative process intended to achieve a consensus forecast.” Justify this statement.  | (10) |
| 8  | How work study and time study help the operations manager in setting up plan layout and operations? Elaborate with suitable examples.  | (10) |
| 9  | Explain the various techniques of inventory control.   | (10) |
| 10 | “JIT manufacturing helps organizations control variability in their processes, allowing them to increase productivity while lowering costs.” Check the validity of this affirmation. | (10) |

**PART C***Compulsory question carrying 20 marks*

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|----|---|------|
| 11 | Analyse the case given below and answer the questions:<br>The XYZ Auto company is producing auto parts and components to large scale companies producing the various automotive vehicles. XYZ Auto Company is | (20) |
|----|---|------|

the best and tier one supplier to about three companies and their branches located in different places. This XYZ Auto company is already an ISO 9000 certified company and planning to implement the TQM philosophy and best practicing the TQM tools and techniques in the company. The top management already identified a quality team comprises distinguished members from the different departments including design, marketing, HR, production, purchase, suppliers, industrial engineering and quality etc. The team is called as TQM implementation team. The problem arises when a section of employees working at the shop floor protest against implementing TQM tools by citing work load and other related issues.

**Questions:**

- a) Do you think XYZ Auto company can implement TQM?
- b) “Training is very much essential within the context of implementing TQM in XYX Auto company.” What’s your opinion in this regard?
- c) As an operations manager, how will you handle the current situation?

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