



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Materials Management

Dec 2016

Graduate Diploma in Materials Management
PAPER No. 8
Operations Management

Date: 14.12.2016

Max. Marks: 100

Time: 10.00 a.m. to 1.00 p.m.

Duration: 3 Hrs.

Instructions:

1. From Part A – answer all questions (compulsory). Each sub questions carries 1 mark. **Total: 32 Marks**
 2. From Part B – Answer any 3 questions out of 5 questions. Each sub-question carries 16 marks. **Total : 48 Marks**
 3. Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions. **Total: 20 Marks**
 4. Please read the instructions given in the answer sheet.
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Part – A

32 Marks

(Attempt all questions Each sub questions carries 1 mark)

Q1. GIVE THE FULL FORM OF:

1. SBU 2. FMS 3. MRP –II 4. BPR 5. EOQ 6. CAM 7. SQC 8. QCC

Q2. STATE WHETHER TRUE OR FALSE:

- a) LEAN manufacturing has a flat team base structure.
- b) Time series forecasting methods, also known as intrinsic methods.
- c) Production function is not primary function an industrial function of enterprise.
- d) Production planning and control are not closely linked each other.
- e) TQM is systematic problem solving for continuous improvement.
- f) The make-or-buy question represents a fundamental dilemma faced by many companies
- g) JIT is used in business manufacturing process to reduce the production cost with lower down the quality
- h) MRP- II is the basis of ERP.

Q. 3 FILL IN THE BLANKS:

- 1) TQM is systematic problem solving for _____ improvement.
- 2) _____ involves the projection of past into the future.
- 3) Cluster analysis is a _____ technique.
- 4) _____ is a Japanese management philosophy adopted in early 1970 in many manufacturing Organization.
- 5) _____ rotation moves employee from one task to another
- 6) Minimum Inventory is required in _____ management.
- 7) _____ maintenance is the best policy of maintenance department.
- 8) PARETO analysis is a tool of _____.

Q.4 MATCH THE FOLLOWING:

Column A

- 1) Time series forecasting method
- 2) KAIZEN
- 3) Product Life Cycle
- 4) Corporate strategy
- 5) Dependability
- 6) PCDA
- 7) Supply of portable water
- 8) Lean philosophy

Column B

- a- Deming Wheel
- b- Sanitation
- c- Being on time
- d- intrinsic method
- e- Wastage reduction
- f- Marketing Decision
- g- Top level management
- h-Continuous Improvement

Part – B

48 marks

(Answer any 3 questions out of 5 questions. Each sub-question carries 16 marks.)

- Q.5** Explain the Objectives and current issues of operation strategy.
- Q.6** Explain the different stages of purchase cycle and ways to reduce the lead time.
- Q.7** What is ERP? Explain the role of ERP in Supply chain Management to make it more effective.
- Q.8** What is lean Manufacturing? Explain the concept of lean philosophy.
- Q.9** Distinguish between product layout and process layout

Part – C
Compulsory

20 marks

Q. 10

ABC Dhampur consistently recorded profit and increased productivity of the workman since its inception. After the price decontrol of sugar, many new players have started producing sugar under collaboration with international firms having latest technology above making profit by cost reduction. In the past ABC Dhampur had gone for backward integration by developing their own plantation. With the liberation, the import of sugar became cheaper and the new players are importing the inputs.

The company's performance in terms of productivity and profit has gone down due to the changed environment. The BOD of the company decided to take the following steps

- a) Modernization and automation of the plant
- b) Reduction of man power by introducing the voluntary retirement scheme
- c) Disposal of captive plantation area and switch over to the import of inputs
- d) To reconstruct the organization and separating materials management from manufacturing, production planning and control from the traditional manufacturing activity
- e) Introduction of computerization and developing a strong MIS

Questions:

- Q1. What are the advantages of turnaround strategy? 7 marks
- Q2. Give a similar example of turnaround strategy. 7 marks
- Q3. Give an overview of the above case. 6 marks
