



**INDIAN INSTITUTE OF MATERIALS MANAGEMENT**

**Post Graduate Diploma in Materials Management**

**PAPER No. 16**

**Business Strategies and World Class Practices**

**Dec 2017**

**Date :14.12.2017**

**Max. Marks :100**

**Time : 2.00 p.m to 5.00 pm**

**Duration : 3 Hrs.**

**Instructions:**

1. The question paper is in three parts
2. Part A is compulsory. Each sub question carries one mark.
3. In Part B answer any 3 questions out of 5. Each question carries 16 marks
4. Part C is a case study with sub questions and it is compulsory.

**Total marks-32**

**Total marks-48**

**Total marks-20**

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**PART A**

**(32 marks)**

**(Compulsory. Each sub-question carries 1 mark)**

**Q.1. Fill in the blanks**

**[8 marks]**

- i) CAPP is the link between the engineering and ----- processes.
- ii) The purpose of barcode is to identify something by ----- the item,
- iii) \_\_\_\_\_ is the process which establishing objectives for organization and its various positions.
- iv) Speed of production is achieved by drastically reducing the \_\_\_\_\_ lead time.
- v) ----- is the ability to change quickly and to respond to customers quickly.
- vi) Total Quality Management must necessarily embody \_\_\_\_\_ to take care of continuously changing needs of customer.
- vii) The desired level of ultimate standard goal for performance is -----.
- viii) The process of ----- is the initial building block of Total Cost Management.

**Q.2. State True or False****[8 marks]**

- a. Reduce Reuse and Recycle is the objective of sustainable mineral resources development.
- b. The poke yoke is used to reduce errors.
- c. The delay in information and data flow may make failure of business of the company
- d. MBO is a process-having bottom up approach for improving manufacturing operation
- e. New product development can leave the competition behind.
- f. Quality is the responsibility of Quality Control Department.
- g. The Layout of the plant should be such to have maximum movement of materials.
- h. WCM should not give the operator greater control of product quality.

**Q.3. Expand the following****[8 marks]**

- a) ERP   b) TQM   c) ARIS   d) TPM   e) MTO   f) SPC   g) JIT   h) GT

**Q.4. Match the following: -****[8 marks]**

	A		B
1	SIX SIGMAS	a	It is integrated organizational effort designed to improve quality at every level by participation of all.
2	TQM	b	It aims to reduce defects or variance in process by applying statically based problem solving methodology.
3	QUALITY CIRCLES	c	The methodology that advocates use of formalized process to identify alternative materials, processes and design to improve product functionality
4	VALUE ANALYSIS	d	Quality planning, Quality control and Quality improvements working through quality teams.
5	JURAN" S TRILOGY	e	Approach requires customer needs identification, improving processes, kaizen,5S, JIT and Zero defect methodology
6	CONTROL CHARTS	f	Methodology based on cause and effect Plan, Do, Check and Act
7	LEAN	g	Weather the veracity in the process is random or due to assignable cause such as poor worker/poor machinery
8	PDCA	h	It involves workers forming multi-functional teams to identify and solve process problems.

## **PART B**

**48 marks**

**(Attempt any 3 . Each question carries 16 marks )**

- Q.5. a) What are the Seven Drivers of Break through Partnering practice by World-class customers.?  
b) How Information technology contributes to win Time based competition?
- Q.6. a) Discuss Deming's approach and his fourteen points,  
b) Explain Crosby four absolutes of quality?
- Q.7. a) Explain in detail the difference between quality assurance and quality control?  
b) What are the advantages of Enterprise Recourse Planning?
- Q.8. a) How the management of natural resources is connected to sustainable development?  
b) Briefly describe the Theory of Constraints?
- Q.9. Write short notes on any four
- a) Zero Defect.
  - b) Quality Circle
  - c) Strategic uses of I T
  - d) Vendor Delivery Performance.
  - e) Balanced Score Card
  - f) Land Management.

## **PART C**

**20 marks**

### **Q. 10. Case study – Compulsory**

Single sourcing is the deliberate choice for supplier. Sole sourcing refers to the situations in which the company could not make a free choice for any supplier because it concerns a monopolist. Generally, a company will prefer single sourcing when its concerns of production of a small series of complex components with high tooling cost,. Contracting out small volumes of client specific products which are produced under license or with specific know- how. Products that need to be delivered with very short lead times. When the technological knowledge is simply not available within their own organization.

One advantage of single sourcing is the involvement of the supplier, which makes it easier for the supplier to open to the customer since there is no fear of competition. Being dependent on the supplier, the contractor is often willing to do involve the supplier more and more in his new product development process. However, this can result in losing contact with the supply market and a greater dependence.

For these reasons, most large companies prefer a sourcing strategy based on multiple sourcing in order to have several alternative suppliers at their disposal for a certain product group. However, it is possible that within a product group, one specific supplier is responsible for one item. Toyota Carina is delivered by one supplier, while the one for the Yaris is delivered by another.

Single sourcing does not automatically lead to a partnership relationship. This depends on the relative power between supplier and contractor the concepts single sourcing and partnership are no means synonymous.

**QUESTIONS:**

- 1 What are the advantages and disadvantages of single sourcing?
- 2 How important is a Supplier relationship?
- 3 When one should think of multiple suppliers?

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