



Date: 26.12.2018

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**

Part – A

32 Marks

(Attempt all questions. Each sub question carries 1 mark)

Q.1 Fill in the blanks:

- a) Marketing depends on operations for information regarding _____.
- b) Two widely used metrics of variation are the _____ and the _____.
- c) Forecasting accuracy has _____ relation with the time horizon.
- d) The concept of Zero defects was advocated by _____.
- e) ISO 14000 is about _____.
- f) Productivity is expressed as _____.
- g) Product design and choice of location are examples of _____ decisions.
- h) FDA, OSHA, and CRS resolve _____ issues.

Q.2 State True or False:

- a) Operations managers are responsible for assessing consumer wants and needs and selling and promoting the organization's goods or services.
- b) The Pareto phenomenon is one of the most important and pervasive concepts that can be applied at all levels of management.
- c) Lean production systems use a highly skilled work force and flexible equipment.
- d) Exponential smoothing is a form of weighted averaging.
- e) The use of models will guarantee the best possible decisions.
- f) Assembly lines achieved productivity but at the expense of standard of living.
- g) A control chart involves setting action limits for cumulative forecast error.
- h) The balance scorecard is an attractive tool to use in the formation of strategy.

Q.3 Select the right answer:

- 1) Which of the following does not fall under Economic Production Quantity (EPQ)?
 - a. Only two or more item are involved
 - b. Annual demand is known
 - c. Usage rate is constant
 - d. Usage occurs Continually

- 2) Which of the following is not one of the assumptions for Cost Volume Analysis?
- One product is not involved
 - Everything produced can be sold
 - Variable cost per unit is the same regardless of volume
 - Fixed cost do not change with volume
- 3) _____ are based on samples taken from potential customers.
- Executive Opinion
 - Consumer Surveys
 - Delphi Method
 - All of the above
- 4) Bar coding helps in determining the:
- Status of the inventory of an item in warehouse
 - Price of the product
 - Size of the lot as well as the size and specifications of the product
 - All of the above
- 5) Inventory carrying cost are influenced by:
- Order quantity in Units
 - Holding carrying cost per unit
 - Demand
 - a & b only
- 6) All of the following are examples of transformation process EXCEPT:
- Cutting
 - Packing
 - Facilitating
 - Labeling
- 7) _____ determines the best possible outcome.
- Maximum
 - MiniMax
 - MaxiMax
 - Laplace
- 8) _____ is the postponement technique.
- Product differentiation
 - Delayed differentiation
 - Service differentiation
 - All of the above

Q. 4 Expand the words

- FDA
- OSHA
- CRS
- CPFR
- DFM
- MRP
- ERP
- JIT

Part – B

48 marks

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

Q. 5 What is production planning and explain the main factors determining production planning process?

Q. 6 What are various types of forecasting techniques? Discuss their relative advantages and disadvantages in logistics and supply chain prospective.

Q.7 "A good follow-up system is vital to inventory." Explain

Q.8 "Location and layout of a production facility are important decision from the point of view of finance and accounting, human resources, MIS, operation and marketing." Discuss.

Q. 9 Short note on any 4 of the following:

- a. Scheduling
- b. Purchasing Cycle
- c. Ishikawa
- d. JIT
- e. POKA-YOKE

Part – C

Q. 10 Case study: (compulsory)

Total Marks: 2 x 10 (20)

Prasad, Anitha and their children, alongwith another family, traditionally celebrate new year at a prestigious hotel. This year, as in the past, Anitha called and made a reservation about two weeks prior to New Year's day. Because the majority of the party members had small children, they arrived 30 minutes prior to 11.30p.m. reservations to ensure being seated early. However, when they arrived, the party hall supervisor said that they did not have reservations. He explained that guest sometimes failed to show and hence seats were not reserved. However, he promised that he would make available tables for them as early as possible. Prasad and Anitha were quite upset and insisted that they had made a reservation and expected to be seated promptly. The supervisor told them, "I believe that you made the reservation, but I cannot seat you until all the people who have come earlier and are waiting for seats are accommodated. You are welcome to go to the lounge and have complementary coffee and relax while you wait."

When Prasad asked to see the manager, the supervisor replied, "I am the manager" and turned to other duties. Prasad and his party members were eventually seated at 11.45 p.m. but they were not at all happy with the experience.

The next day Prasad wrote a letter to the hotel manager explaining the entire incident. Prasad was in the executive MBA Programme of a prestigious business school and taking a course on Total Quality Management. In his class they had just studied issues of customer focus and some of the approaches used at Ritz Carlton Hotel, a 1992 Baldrige award winner. Prasad concluded his letter with a statement, "I doubt that we would have experienced this situation at a hotel that truly believes in quality".

About a week later, Prasad received the following reply:

"We enjoy hearing from our valued guests, but wish you had experienced the type of service and accommodations that we aim to achieve here at our hotel. Our restaurant manager received your letter and asked me to respond as Total Quality Manager. Looking back at our records, we did not confirm a reservation on the books for your family. I have discussed your comments with the head of the department concerned so that others will not have to experience the same inconveniences that you did.

Thank you once again for sharing your thoughts with us. We believe in the philosophy of 'continuous improvement' and it is through feedback such as yours that we can continue to improve the service to our customers".

Questions:

- 1) Were the party hall supervisor's actions consistent with customer-focused quality philosophy? Comment. What might he have done differently?
- 2) How Would you have reacted to the letter Prasad received? Would the total quality leader have responded differently? What does the fact that the hotel manager did not respond personally to the customer indicate you?
