



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Supply Chain Management & Logistics
Post Graduate Diploma in Materials Management - 2 years
PAPER No. 8
Operations Management

Dec 2019

Date : 22.12.2019
Time : 10.00 a.m to 1.00 p.m.

Max. Marks : 100
Duration : 3 Hrs.

Instructions:

1. From Part A – answer all questions (compulsory). Each sub questions carries 1 mark.
2. From Part B – Answer any 3 questions .Each question carries 20 marks.
3. Part C is a case study (compulsory) with questions. Read the case study carefully and answer the questions

Total : 20 Marks
Total : 60 Marks
Total: 20 Marks

PART A

[Total 20 marks]

(Compulsory- each sub-question carries one mark)

Q.1 Please state whether the following statements are “True” or “False”. [5 marks]

- 1) Operations management plays vital role in managing business processes.
- 2) Business operations are generally managed by different operations managers.
- 3) Manufacturing strategy is not a part of overall corporate strategy.
- 4) Efficiency and effectiveness are similar in meaning
- 5) The concept of service management is customer satisfaction.

Q.2 Match the following: [5 marks]

Column A	Column B
(1) The characteristic of services	(A) Materials Requirement Planning I
(2) Capacity augmentation	(B)Arrangement of physical facilities
(3) Inventory control	(C) Key Performance Indicators
(4) Facility layout	(D) Increasing capacity
(5) A performance metric	(E) Intangibility

Q. 3 Fill in the blanks: [5 marks]

- a. _____ expansion deals with increasing the business production.
- b. Quality of products or services can be managed by optimizing_____
- c. ISO 9000 ensures good quality management practices within the _____
- d. _____ lay out leads to better efficiency
- e. _____ maps a new useful pattern in the huge data set.

Q.4 Write the full form of the following. (1 Mark each) [5 marks]

- (1) KPI. (2) VRP (3) VCM (4) DEA. (5) CPM.

PART B

[Total 60 marks]

[Answer any three out of the following questions: 20 Marks each]

- Q.5** Discuss the objectives of operations management and explain the functions and role of an operations manager. **(20 marks)**
- Q.6** Explain the significance of an operations strategy and discuss the various types of operations strategies. **(20 marks)**
- Q.7** a. Explain the concept of product design. **(10 marks)**
b. Describe the concepts of capacity planning. **(10 marks)**

- Q.8** a. Explain the major quality tools. (10 marks)
b. Discuss the concept of analytics in operations management. (10 marks)

Q.9 Write short notes on any four:(4x5 = 20 marks)

- a. Material Requirement Planning
- b. Process Designing
- c. Quality Function Deployment
- d. Service Process Matrix
- e. Capacity Expansion
- f. Dynamic Programming

PART C

[Total: 20 Marks]

Q.10 CASE STUDY- Compulsory

After the 1995 release of Microsoft's windows 95 multimedia operating system, every journalist started writing an obituary column of apple inc and despite the best efforts of the then CEO Gil Amelio, the company was steadily moving towards bankruptcy. When Steve jobs took over in 1976, not many people gave any chance to apple to survive the brutal competition in the personal computer business. Steve did unleash many ruthless actions, that surprised many in the industry; in an attempt to put Apple back on track. Steve cut all of the 15 desktop and portable models that apple was struggling to sell, back to one. He showed the door to printers and peripherals. He cut development engineers. He cut software development. He cut distributors. He cut out virtually all manufacturing, moving it offshore to Taiwan. This paved the way for reducing inventory by over 80 percent. Apple started selling PCs through a new web store. Armed with the best operating system that he brought from NeXT, steve started serving customers with a simplified product line through a limited set of outlets. Apple's miraculous rise from the ashes, many researchers now attribute to these well-orchestrated, coordinated set of actions put in place by Steve in quick succession. Through Pixar, the iPod and the iPhone, Steve revolutionized the major industries of movies, music and phones-creating and exploiting opportunities that came along the way. A good strategy is a product of coherent design, the application of strength to capture most promising opportunity.

Questions

- 1. What were the problems faced by the Apple Inc. post launch of Microsoft windows?
- 2. Discuss the strategies adopted by Steve jobs to reinstate Apple INC
- 3. With reference to the above case, how can the firm perform better than rivals in those markets?
Debate.
- 4. Discuss the impact the firm's ability to compete.
