



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

July 2019

Operations Management

Date : 21.07.2019
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. **Total : 20 Marks**
2. From Part B – Answer any 3 questions out of 5 questions. Each question carries 20 marks. **Total : 60 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 **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 is responsible for managing production processes.
- 2) Corporate level is one of the levels of corporate strategy.
- 3) The data involved in operations management is small in volume.
- 4) Efficiency and effectiveness are similar in meaning
- 5) The objective of VCM is to increase customer satisfaction.

Q.2 Match the following: [5 marks]

Column A	Column B
(1) The process of formulating strategy	(A) Inventory control
(2) Master Production Schedule	(B) Use of numbers and figures
(3) Materials Requirement Planning	(C) A performance metric
(4) Quantitative tools	(D) Demand forecasting
(5) Key Performance Indicators	(E)Analyzing vision of organization

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

- a. MRP is a computer based _____ for production scheduling.
- b. _____ is an event in current inventory when demand of an item is not fulfilled.
- c. _____ ensures good quality management practices within the organization
- d. Better facilities lay out leads to _____
- e. Linearity assumes that there is _____ between output and input of production

Q.4 Write the full form of the following.

[5 marks]

(1) C.R P. (2) CRM. 3) VCM (4) SBU. 5) LDR.

PART B

[Total 60 marks]

Answer any three out of the following five questions: (20 Marks each)

Q.5 Define operations strategy and explain the steps involved in strategy formulation processes.

[20 marks]

Q.6 Explain the challenges, an operations manager faces in operations management. [20 marks]

Q.7 a. Explain the objectives of operations management. [10 marks]

b. Explain the role of data analytics in operations management. [10 marks]

Q.8 a. Explain different types of services. [10 marks]

b. Describe the concepts of capacity planning. [10 marks]

Q.9 Write short notes on any four: [4 x5 = 20 marks]

a. Product Recycling

b. Value Chain Management

c. Quality Function Deployment

d. Master Production Schedule

e. Facility Location

f. Vehicle Routing Problem

PART C

[Total: 20 Marks]

Compulsory

Q.10 CASE STUDY-

Gama Industries is a medium scale industry manufacturing various components for number of industries. It has got a well-established PPC department. Amongst others, they are supplying components to Godrej, Mahindra etc. is about Rs. 3 Crores. The plant is running with 90 % utilization. The sequencing is by Least Slack method. Suddenly there is additional demand from Godrej, which will require 20 % capacity. They can take up the work in 3 ways.

- a) Working overtime – rate being 3 times daily wages.
- b) Outsourcing which will be at 1.2 times the cost of the job.
- c) Working in additional shift – requires men and utilization will be only 20 %.

Which works out to 1.5 times the cost?

Questions:-

- Q1 .Whether usual system be broken for Godrej? Discuss.
- Q2. Will working overtime be proper? Explain.
- Q3. Whether additional shift working will be suitable? Explain.
- Q4. Can the work be given on Outsourcing? Justify.
