



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Materials Management

June 2013

PAPER No. 16

Business Strategies And World Class Practices

Date :13.06.2013

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

PART A

(1 x32 = 32 marks)

Q1. Fill in the blanks

- a. _____ defect is a philosophy of defect prevention than finding facts.
- b. World class manufacturing is a _____ driven approach.
- c. Value added manufacturing consists of TQM, JIT and _____.
- d. In today's global business _____ is significantly intense.
- e. Bench marking is associated with data collection and _____.
- f. Use of STEEP (Social, Technological, _____, Environmental and Political analysis is to assess business.
- g. Kanban means _____.
- h. Total Productive Maintenance aims at organizing the _____ by eliminating loss and wastage.

Q2. State True or False

- a. Computer Aided Design, Computer Aided Engineering and Product Data Management are Product and Process Design tools.
- b. Total Quality Control begin with the production.
- c. Innovation is always advancing in the application of product and process technology without waste.
- d. External quality is value adding performance for customers.
- e. Immanuel Shelton pioneered Zero Quality Control.
- f. Companies engaging in World Class Manufacturing create lean organizations.

- g. Traditionally Indian firms have followed an opportunistic approach to growth.
- h. The biggest obstacles in achieving production targets were lack of timely suppliers of raw materials from vendors and absenteeism.

Q3. Match the following

- | A | B |
|------------------------------------|-----------------------------------|
| a. Deming | a. Information Management Tool |
| b. Halls Frame work | b. Automated System |
| c. Flexible Manufacturing | c. Value added Engineering |
| d. Six Sigma | d. Theory of Automation |
| e. Quality Circle | e. Quality Expert |
| f. Computer Aided Process Planning | f. Deadly Diseases & Sin |
| g. OHNO | g. Identify sources of error |
| h. J.M. Juran | h. Voluntary Employee Involvement |

Q4. Expand the following

- a. PLC
- b. CIM
- c. TQC
- d. MRP
- e. PDSA
- f. ZDD
- g. QSFV
- h. ERP

PART B (any three) (16 x3 = 48 marks)

- Q5.** What are the techniques in implementation of World Class manufacturing?
- Q6.** What are the elements of Total Quality Management?
- Q7.** Outline Deming's fourteen points for an organization's total transformation
- Q8.** Explain the concept of Zero Defect
- Q9.** Explain the various types of benchmarking, its basis and issues

PART C – Compulsory

20 marks

Q10. Case Study (Balancing the future – WIPRO)

Azim H. Premji discontinued his studies in Stanford University in 1967 to take charge of his family business after his father's death. Over 27 years, he transformed the Rs. 70 million cooking and baking fat company - Western India Vegetable Products Ltd to Rs. 7.24 Billion Wipro-one of the top 100 companies in India during 1994. The company diversified its operations from Cooking fat business to IT, medical system and hydraulic products. The Company's average sales and profit after tax increased in double digits of 26% and 25% respectively during 1984 - 1994. In 1994 the company was in the midst of a paradigm shift, made hard choice by the onslaught of MNC's. The most fundamental choice was about the identity of WIPRO. It was essentially a combination of different businesses and its diversification which proved effective means to growth in a regulated environment . Wipro needed the support of each of its businesses with significant financial and managerial investments against powerful competitors to stay competitive in the market

Questions:

1. Should Wipro sustain all the diversified business through such investments? Or should it focus on few business and build more homogenous portfolio?
2. Whether it would make a different company than what it was in 1994
3. In this context, what should be the roles and responsibilities of the team in managing each of the business to add value to customers
4. What type of management system Wipro should follow in future to consolidate its success?
