



INDIAN INSTITUTE OF MATERIALS MANAGEMENT  
Post Graduate Diploma in Materials Management

June 2018

Graduate Diploma in Materials Management  
PAPER No. 8  
Operations Management

Date: 12.06.2018

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**
  4. Please read the instructions given in the answer sheet.
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**Part – A**

**32 Marks**

**(Attempt all questions Each sub questions carries 1 mark)**

**Q.1 Give the full form of**

- a. ERP
- b. IPPS
- c. TPM
- d. PERT
- e. TQM
- f. AGVs
- g. AQL
- h. CAD

**Q.2. State True or False.**

- i. Demand Forecasting is always judgmental
- ii. Annealing is a method of heat treatment.
- iii. Efficiency is 'doing things right'.

- iv. MRP is a marketing Technique
- v. Kanban is a pull system.
  
- vi. Group layout is ideal for mass production.
  
- vii. Control chart is a tool for quality control.
  
- viii. Quality Assurance is a component of Quality management.

**Q. 3 Fill in the blanks.**

- i. Factor Comparison is a method of job \_\_\_\_\_
- ii. Industrial Engineering is a \_\_\_\_\_ function.
- iii. Ergonomics is another name of \_\_\_\_\_
- iv Six Sigma is a \_\_\_\_\_ Technique.
- v. \_\_\_\_\_ system is a concept of zero inventory.
- vi. Kaizen is continuous \_\_\_\_\_
- vii MRP-II stands for \_\_\_\_\_
- viii Tempering is a process of \_\_\_\_\_

**Q. 4 Match the following.**

- | <b>A</b>                | <b>B</b>                    |
|-------------------------|-----------------------------|
| i. VED analysis         | a. Demand Forecasting       |
| ii. Investment decision | b. Equipment spares control |
| iii. Job execution      | c. Payback period           |
| iv. Cost reduction      | d. Sequencing               |
| v. Pareto analysis      | e. Value analysis           |
| vi. Control charts      | f. 80:20 rules              |
| vii. ABC analysis       | g. UCL and LCL              |
| viii Time Series method | h. Inventory control        |

**Part – B**

**48 marks**

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

- Q. 5 Describe in brief the various type's sales and demand Forecasting.
- Q. 6 Explain the utility of various inventory control methods.
- Q. 7 Explain the various types of Statistical Quality Control methods.
- Q. 8 Explain the Product life cycles and management of technological change.
- Q. 9 Write short notes on any two:
  - a. TPM Management
  - b. Techniques of quality
  - c. .Lean Manufacturing
  - d. FERA and FEMA

**Part – C**

**20 marks**

**Compulsory**

**Q. 10 Read the case study carefully and answer the questions :**

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 Amelia, 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 form 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.

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