III Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 3.2 : Projects and Operations Management

Time : 3 Hours  Max. Marks : 70

SECTION – A

Answer any five questions from the following. Each question carries five marks. (5x5=25)

1. What are WBS? Explain briefly how WBS are structured.

2. What is meant by resource levelling? Briefly discuss how scheduling may be done.

3. What is meant by risk management? How is risk quantified and managed in project management?

4. What is meant by production and operations management? What is its relationship with other functions of management?

5. What is forecasting? Briefly discuss how forecasting helps in planning and decision making.

6. What are facility layouts? Discuss the different types of layouts.

7. What is productivity? Explain the different types of productivity and how it is measured. Find the labour productivity if the output is 250 boxes for 20 man-hours.

SECTION – B

Answer any three questions. Each question carries ten marks. (3x10=30)

8. What is meant by inventory management? Classify inventory and discuss ABC, VED and 7SN analysis.

9. What is the importance of procurement in materials management? Discuss the different procurement procedures.
10. What is a production facility? What are the important issues to be considered in selecting a production facility? Explain this answer by quoting a product of your choice.

11. What is quality? What are the tools and techniques of quality improvement? Discuss the contributions of quality gurus. Illustrate your answer suitably.

SECTION - C

12. Case study (Compulsory).

You have been appointed as the Project Manager of the Karnataka Government wherein you are expected to construct around 20 overhead bridges at major traffic junctions in Bangalore city.

You are expected to discuss each component of project management from project commencement to project closure.

Explain the ten subsystems of project management and specifically explain how each subsystem will be utilised in your project.
SECTION – A

Answer any five questions. Each question carries five marks. (5x5=25)

1. What is meant by the 7 wastes?

2. What is 5 S system of housekeeping?

3. What is meant by six regime? Explain its importance.

4. Explain with suitable examples, the concept of productivity.

5. What are the different classifications of inventory management?

6. What do you understand by ban operations?

7. What is meant by risk? How can it be mitigated?

SECTION – B

Answer any three questions from the following. Each question carries ten marks. (3x10=30)

8. What is meant by facility layout? Discuss the various types of layout and the importance of having a good layout.

9. Discuss the characteristics of quality in an organisation. What are the tools of quality control? Briefly discuss the contributions of the quality gurus.

P.T.O.
10. a) What are the different techniques of forecasting?
   b) The sales of a company were Rs. 45,000 producing a profit of Rs. 1,500 in a week. In the next week, sales amounted to Rs. 60,000 producing a profit of Rs. 2,250. Find out the break even point.

11. A company is setting up an assembly line to produce 192 units during an 8 hour shift per day. Various work elements with their respective processing times and their inter relations are given below.

<table>
<thead>
<tr>
<th>Work Element</th>
<th>Processing Time (Seconds)</th>
<th>Immediate Predecessor</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>40</td>
<td>NONE</td>
</tr>
<tr>
<td>B</td>
<td>70</td>
<td>A</td>
</tr>
<tr>
<td>C</td>
<td>30</td>
<td>D, E, F</td>
</tr>
<tr>
<td>D</td>
<td>40</td>
<td>B</td>
</tr>
<tr>
<td>E</td>
<td>50</td>
<td>B</td>
</tr>
<tr>
<td>F</td>
<td>30</td>
<td>B</td>
</tr>
<tr>
<td>G</td>
<td>20</td>
<td>A</td>
</tr>
<tr>
<td>H</td>
<td>120</td>
<td>G</td>
</tr>
<tr>
<td>I</td>
<td>130</td>
<td>H</td>
</tr>
<tr>
<td>J</td>
<td>110</td>
<td>C, I</td>
</tr>
</tbody>
</table>

You are required to find:
   a) The cycle time
   b) The approximate number of workstations.
   c) Draw the precedence diagram.
   d) Allocate the activities to the workstations and illustrate this allocation.
   e) Find the idle time in each workstation and the total idle time.
   f) Comment on whether the above process is well balanced.
SECTION – C

This case study is **compulsory**

(1×15=15)

12. Your college intends to build an extension wing for a new management course. You have been appointed as the Project Manager for this project called "Project Extensiana". You are required to do the following:

a) Select your team and mention their capabilities.

b) Mention all the stakeholders.

c) Write in detail how you would accomplish "Project Extensiana" by mentioning all the subsets of project management till project closure.

d) Give special attention and write in detail about the trial of cost, quality and control.

e) Use diagrams wherever possible to illustrate different techniques.
Ill Semester M.B.A. Degree Examination, February 2016  
(CBCS) (2014-15 and Onwards)  
MANAGEMENT  
Paper – 3.2 : Projects and Operations Management  

Time : 3 Hours  
Max. Marks : 70

SECTION – A

Answer any five questions. Each question carries five marks. \((5 \times 5 = 25)\)

1. What do you understand by productions and operations management? Why is efficient POM necessary in the current scenario?

2. What is meant by scheduling? Explain the different types of scheduling.

3. What is quality? Mention all the quality tools.

4. What is a facility layout? Explain its characteristics.

5. What is bench marking? What are the different classifications of bench marking?

6. Explain the quality trilogy as proposed by Juran.

7. An ice cream manufacturing company requires a new manufacturing plant in India. The management of the company has developed factors and weights to be used in the decision as shown below. Decide where the plant should be located.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Weight</th>
<th>Mumbai</th>
<th>Chennai</th>
<th>Delhi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour attitude</td>
<td>0.3</td>
<td>60</td>
<td>70</td>
<td>65</td>
</tr>
<tr>
<td>Milk quality</td>
<td>0.4</td>
<td>70</td>
<td>40</td>
<td>55</td>
</tr>
<tr>
<td>Quality of Additives</td>
<td>0.3</td>
<td>55</td>
<td>60</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

P.T.O.
SECTION – B

Answer any three questions. Each question carries ten marks. \( (3\times10=30) \)

8. What is meant by product/service design? Explain the phases of product development.

9. Why is maintenance necessary in Production and Operations Management? Discuss the different types of maintenance done.

10. What is project management? What is the role played by a project manager during project implementation?

11. The manager of a certain company that installs carpeting has tracked the output of the crew over a few weeks obtaining the following figures.

<table>
<thead>
<tr>
<th>Week</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crew size</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Carpet installed in yards</td>
<td>960</td>
<td>702</td>
<td>968</td>
<td>500</td>
<td>696</td>
<td>560</td>
</tr>
</tbody>
</table>

Compute labour productivity for each week and mention in which week is the highest.

SECTION – C

Case Study. This Section is compulsory. \( (1\times15=15) \)

12. A manufacturer of pizzas and bread is having difficulty in maintaining quality standards. In India, with outlets in different states, the manufacturer finds it difficult to have the same work methods in different states, because, the temperature and the humidity varies from place to place. The management is adamant on maintaining quality standards. Their production units are well equipped, but the company is still struggling to understand Indian climate and atmosphere. You have been hired as a quality consultant. Devise quality control techniques and procedures for quality assurance for the company. You are required to quote the quality control techniques, the waste management methods and the inbound and outbound logistics for the company. Illustrate your answer with suitable flow charts.