

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER – II - EXAMINATION – SUMMER 2022

Subject Code: 1529303**Date: 30/07/2022****Subject Name: Global Operations Management****Time: 10:30 AM TO 01:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1** Explain the terms **14**
- a) Project Management
 - b) PERT
 - c) MRP
 - d) TQM
 - e) Lean Production Systems
 - f) Kanban systems
 - g) Mass customisation
- Q.2 (a)** Explain the different decisions that an operation manager needs to take with reference to manufacturing in an organisation. **07**
- Q.2 (b)** What are some of the factors that cause organizations to redesign their products or services? **07**
- OR**
- Q.2 (b)** A catering company prepared and served 300 meals at an anniversary celebration last week using eight workers. The week before, six workers prepared and served 240 meals at a wedding reception. For which event was the labor productivity higher? By how much? What are some possible reasons for the productivity differences? **07**
- Q.3 (a)** Briefly describe the five process types, and indicate the kinds of situations in which each would be used. **07**
- Q.3 (b)** Construct a house of quality matrix for a smart watch. Be sure to indicate specific customer wants desired. Then complete the matrix to show how an operation manager might identify specific attributes that can be measured and controlled to meet those customer desires. **07**
- OR**
- Q.3 (a)** Explain strategic importance of layout decisions for designing and implementing company's operations. **07**
- Q.3 (b)** Which factors affect the location decision? Why competing companies form a cluster at specific location? **07**
- Q.4 (a)** What re Deming's fourteen points for implementing quality improvement? **07**
- Q-4 (b)** With example explain the trade-offs between operator performed maintenance verses supplier performed maintenance? **07**
- OR**
- Q.4 (a)** What are some of the main obstacles that must be overcome in converting from a traditional system to lean? **07**
- Q.4 (b)** Define JIT. Explain with an example how does this concept help an organisation to gain competitive advantage over its rivals? **07**

Q.5 Case Study:

Mr. Kamal, production manager at Lotus Manufacturing finds his profit at Rs. 15,000.00 (as shown in table below) inadequate for expanding his business. The local bank is insisting on an improved profit prior to approval of a loan for some new equipment. Kamal would like to improve the profit to Rs. 25,000.00, so he can obtain the bank's approval for the loan.

Particulars	Rs.	% of sales
Sales	2,50,000.00	100%
Cost of supply chain purchases	1,75,000.00	75%
Other production costs	30,000.00	12%
Fixed costs	30,000.00	12%
Profit	15,000.00	6%

(a) What percentage improvement is needed in a *supply chain strategy* for profit to improve to Rs. 25,000.00? **07**

(b) What is the cost of material with a Rs. 25,000.00 profit? **07**

OR

(a) What percentage improvement is needed in a *sales strategy* for profit to improve to Rs. 25,000.00? **07**

(b) What must sales be for profit to improve to Rs. 25,000.00? **07**
