



INDIAN INSTITUTE OF MATERIALS MANAGEMENT
Post Graduate Diploma in Materials Management
PAPER – 18 C (New)
OPERATIONS STRATEGY.

Dec 2015

DATE: 19.12.2015
TIME: 2.00 p.m to 5.00 p.m.

Max. Marks: 100
Duration: 03 Hrs.

Instructions:

- | | |
|---|----------------|
| 1. The question paper is in two parts. | |
| 2. Part A is compulsory. Each question carries one mark | Total 32marks |
| 3. In part B answer 3 questions out of 6. Each question carries 15 marks. | Total 48 marks |
| 4. Part C is a case study which is compulsory | Total 20 marks |

PART A

32 marks

Compulsory -Each question carries 1 mark

Q.1. Select the correct option and write

- i) Which of the following best describes the production of computers?
- | | |
|----------------------------------|-------------------------------|
| a) Production through separation | b) Production by modification |
| c) Production by analysis | d) Production by assembly |
- ii) Production of customized machines by skilled workers using general purpose machines is categorized as
- | | |
|-------------------------------|-------------------------------|
| a) Job shop production | b) Batch production |
| c) Repetitive flow production | d) Continuous flow production |
- iii) A supply chain that includes supplier's supplier and customer's customer is called
- | | |
|--------------------------|--------------------------|
| a) Internal supply chain | b) External supply chain |
| c) Extended supply chain | d) Upgraded supply chain |
- iv) Choice of products, meeting needs of customers, gaining advantage over competitors, creating new opportunities, etc. are part of
- | | |
|-----------------------|---------------------------|
| a) Corporate strategy | b) Operational strategy |
| c) Marketing strategy | d) Business unit strategy |
- v) The stage in a product life cycle characterized by continuous improvement is
- | | |
|-----------------|------------|
| a) Introduction | b) Growth |
| c) Maturity | d) Decline |

vi) All of the following are service quality dimensions except

- a) Durability
- b) Responsiveness
- c) Assurance
- d) Reliability

vii) All are characteristics of services except

- a) Intangibility
- b) Homogeneity
- c) Inseparability
- d) Perishability

viii) Which of the following offers an economical and practical way to capture, refine, and proliferate management skills?

- a) Expert system
- b) Artificial intelligence
- c) Training
- d) Education

Q. 2. Fill in the blanks. (Do not reproduce the statement)

- i) Decisions taken by top leaders of an organization that affect organizational health and survival are called _____ decisions.
- ii) The location of _____ outlet is driven by the consideration of geographic coverage.
- iii) _____ is the ability to respond to changes.
- iv) The process of dividing large markets into various small units which have more or less similar related characteristics is called _____.
- v) _____ is the commercial transaction that involves the transfer of information across the internet.
- vi) _____ is a system, process, or piece of equipment that is self-acting or self-regulating.
- vii) The type of information system that facilitates communication within the firm is known as _____.
- viii) Replacement of manual labor by machines is called _____.

Q.3. Expand the following

- i) TPS
- ii) CRM
- iii) TOMA
- iv) FMS
- v) CAM
- vi) DGS&D
- vii) SPIRE
- viii) SCIS

Q.4. Match A and B

	A	B
i)	Service	a) Pull through
ii)	Change in preference	b) Mass production
iii)	Cost Leadership	c) Antennae
iv)	JIT	d) Perishable
v)	Assembly line	e) Decline stage
vi)	Cell manufacturing	f) Michael Porter
vii)	Concurrent engineering	g) Group technology
viii)	RFID	h) Cross functional

PART B

48 Marks

(Attempt any 3 Questions, each question carry 16 marks)

- Q.5. a) ABC company produces and markets consumer durables. Suggest how the company should implement a CRM solution.
b) Efficiency is an important factor in business operations. Explain.
- Q.6. a) A consumer durable company is planning to introduce a new product to replace one of its existing products. Explain how the company should go about introducing the new product.
b) A company is planning to establish a plant in a new region. Explain how the company can use factor rating method to identify the most suited location.
- Q.7. Write short notes on any four
a) Segmentation
b) Cost leadership strategy
c) Flexible manufacturing system
d) RFID
e) Commercialization
- Q.8. a) What is meant by service quality? Explain the dimensions of service quality.
b) Explain Product Differentiation and Zero defects.
- Q.9. a) Explain how will you design a channel structure for a customized product and a consumer durable product.

b) Explain various production systems.

PART C – Case Study - compulsory (20 Marks)

Q. 10. GlobalTel, Inc. is a US telecommunications company that has developed a new type of low cost cellular telephone system technology. The technology has the potential to provide wide spread access to telephone service at very reasonable cost to users.

GlobalTel is planning to design and engineer the telephone systems in the United States, manufacture most of the components in Mexico and Taiwan, assemble the finished products in South Korea, and initially sell the products in China and India. GlobalTel plans to establish joint ventures with manufacturers in Mexico, Taiwan, and South Korea, and to contract with local distributors in China and India.

Questions:

1. Prepare a list of elements that should be included in the operations strategy
2. Briefly list the information you would need to know before an operations strategy could be developed for GlobalTel.
3. Discuss the importance of linking the product plans, competitive priorities and operations strategy of GlobalTel.
4. Discuss the importance of linking the market plans of local distributors and the positioning strategy of GlobalTel.
