

Roll No.

Total No. of Printed Pages: 3

Total No. of Questions : 7

Maximum Marks : 60

Duration (hrs.) : 3 Hrs

Note : Solve any four questions from Q-1 to Q-6 each of 10 marks.

Q-7 is compulsory for 20 marks

Q-1 What is the importance of layout in operations management? Discuss different types of layouts with examples.

Q-2 Explain the different functions of operations. Differentiate between Product and services.

Q-3 What is the importance of MRP in the business organization? And also explain important role of an ERP system in the business organization?

Q-4 What are different process choices available in operations management? Explain them with examples.

Q-5 Explain the importance of Facility location for any business organization. And also explain the steps to be followed in locating a plant.

Q-6 Explain production and operations management system in the organization and explain the term vertical integration.

Q-7 a) The _____ lay out where the equipment, machinery, plant and people move as necessary.

b) Which of the following would most commentators regard as one of the 'quality gurus'?

i) Terry Hill

ii) Joseph Juran

iii) Charles Handy

iv) Henri Gantt

c) Operations can be classified according to their volume and variety of production as well as the degree of variation and visibility. Which of the following operations would be classified as high volume, low variety?

- i) Front office bank
- ii) A fast food restaurant
- iii) A carpenter
- iv) A family doctor

d) Which is the correct order for process types starting with low volume/high variety and moving to high volume/low variety?

- i) Project processes, batch processes, mass processes, jobbing processes, continuous processes
- ii) Project processes, jobbing processes, batch processes, mass processes, continuous processes
- iii) Jobbing processes, batch processes, mass processes, continuous processes, project processes
- iv) Batch processes, project processes, jobbing processes, mass processes, continuous processes

e) Closed Loop MRP means

- i) Actual sales are netted off the forecasts in the MPS
- ii) Actual inventory is counted regularly and adjustment made to the inventory records
- iii) Capacity and resource planning is included in the MRP logic
- iv) Unused materials are returned to stores and recorded back into the system

f) Jaguar regains its reputation

15 marks

Originally called the Swallow Side Car Company, Jaguar Cars was founded in 1922 and became famous for its luxury and sports cars. In 1990, Jaguar was taken over by Ford and is now a wholly owned subsidiary. At the time of the Ford takeover, Jaguar's quality performance was something of a paradox. Aesthetically and in terms of on-the-road performance the cars were often highly regarded, especially by a hard core of enthusiasts. Yet even they could not ignore Jaguar's reputation for making cars which were, in comparison to its rivals, of exceptionally poor reliability. Plagued by under-investment and a conservative technical-led, rather than customer-led, culture, the company's old plants were struggling to achieve even acceptable levels of conformance quality. At this time, the JD Power survey of customer satisfaction of cars imported to the US ranked only one car (the Yugo) lower than Jaguar.

All this changed through the 1990s. The company invested heavily in training, especially in quality techniques such as statistical process control. Piecework was abolished, as was 'clocking in' and a general productivity bonus introduced which encouraged flexible working. Other shop floor initiatives included the introduction of multi-skilled teams, total productive maintenance, continuous improvement teams and

benchmarking against the best in the business. The success of this quality improvement programme was dramatic. It encouraged Ford to invest in new Jaguar models and also had a significant impact on customer satisfaction. The same surveys which once put Jaguar at the bottom of the league now rank it in the very top group of luxury car makers.

Questions

- 1 What does 'quality' mean for a motor vehicle manufacturer such as Jaguar?
 - 2 How did the changes which Jaguar made to its operations practice affect the quality of its products?
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All the Best