VPM's
DR VN BRIMS, Thane
Programme: MMS (2014-16)
Forth Semester Examination April 2016

Subject	Strategic Operations Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	09.04.2016

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)
a) Forecasting, especially longer term proves increasingly difficult for organizations. Sometimes, we can extrapolate trends, but the future is not always a continuation of the past. Two questions:

(i) What operational trends might continue into the next 2-3 decades?
(ii) What methods can organizations use to attempt to understand future influences, particularly external ones?   (10 marks)

b) The British Sugar operation in East Anglia is focused on refining sugar beet. The beet is widespread crop in this area and grown over the winter for harvest in early February. Each processing plant runs a 24 hour, 7 day-a-week 'campaign' at this time to process the crops as they arrive. It is a massive logistical exercise to collect the sugar beet from rural and often inaccessible farms using third party haulers. Consider the business strategies for their processing units. What are likely to be the main environmental influences that will need to be considered and accounted for?   (10 marks)

Attempt Any FOUR from the Remaining SIX Questions

Q2) *Any two from (a) or (b) or (c) ———————— (5x2) = 10 Marks*

a) Explain what is meant by "evolution of positioning strategies for products". What is the significance of this concept to operations strategy?

b) What are the advantages of a "product-focused, standardized product, produce-to-stock" positioning strategy?

c) Define, describe, and give an example of pure positioning strategy and mixed positioning strategy

Q3) *Any two from (a) or (b) or (c) ———————— (5x2) = 10 Marks*

a) Discuss the differences between the two main strategic themes: the resource based view and the market driven view

b) When might an organization employ more than one operations strategy?

c) How important are data and information to the role of an operations strategy? What data and information needs are strategically important for a chain of restaurants or a department store?

Q4) *Any two from (a) or (b) or (c) ——————— (5x2) = 10 Marks*

a) In what ways might a customized operations strategy lead to competitive advantage? What are the advantages and disadvantages?

b) To what degree will mass customization and the provision of individualized goods and services be a factor in future commerce (for both goods and services)?

c) The business environment is an important source of influence upon an organization. What factors can we use to analyze and classify the forces involved?

Q5) *Any two from (a) or (b) or (c) ——————— (5x2) = 10 Marks*

a) Name and describe the steps in developing new products. What are the key differences between a *prototype* and a *production design*?

b) Explain the ways to get new products to market faster

c) What do you understand by "Designing the products for ease of manufacture"

Q6) *Any two from (a) or (b) or (c) ——————— (5x2) = 10 Marks*

a) Why might positioning strategies for products change over time? What is the significance of this concept to operations strategy?

b) Describe the relationship between process design and product design. What is "simultaneous engineering"? What are its advantages?

c) What are the steps in process design? What inputs are required for process design? What are the outputs of process design?

Q7) *Any two from (a) or (b) or (c) ——————— (5x2) = 10 Marks*

a) Define production capacity. Explain sustainable practical capacity

b) What benefits should be expected from automation projects? Discuss the overall impact on organizations from labor savings through automation

c) Describe the conditions that would support the installation of an automobile painting robot