

Registration No :

2006298065

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MBA
18MBA303D

3rd Semester Regular / Back Examination: 2021-22

OPERATIONS STRATEGY

BRANCH(S): BA, GM, IB, MBA, MBA (M & F)

Time : 3 Hour

Max Marks : 100

Q.Code : OF538

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right hand margin indicate marks.

Part-I

Q1

Answer the following questions :

(2×10)

- How is Operations strategy different from operations management?
- How Operations Strategy is different from Business Strategy?
- What factors are normally considered to analyse the market / customer requirements for formulating Operations Strategy?
- What are the main operations performances considered as objectives in operations strategy formulation?
- What is meant by "flexibility" in operations performance?
- What do you understand by 'Order Qualifying factors' of operations performance?
- What do you mean by economies of scale?
- What is learning curve and its significance in operation's capacity strategy?
- What main decisions are taken in area of supply network in operations strategy making?
- Name the 'wastes' defined in Lean Manufacturing

Part-II

Q2

Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6×8)

- Main content of the Operation strategy is reconciliation between Market requirement and Operations Resources – Explain
- How outsourced supply affect an operation's main performance objectives?
- What do you mean by Focused Operations? How it is useful in Operations Strategy?
- What are the factors that influence addition of a new location under strategic capacity decision? Discuss.
- Write in brief the factors influencing operations capacity.
- The concept of TQM fits as a substitute to operations strategy– Discuss
- Draw a typical importance–performance matrix and discuss the 4 zones of improvement strategy actions.
- What is the strategic importance of product and service development by operations?
- Discuss in brief the ERP from operations perspective.
- Draw the Porter's Value chain frame work briefly explaining the elements considered in it.
- How do market volume and variety influence process technology?
- Define Creativity, Innovation and Design. State their relationship.

Part-III

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Only Long Answer Type Questions (Answer Any Two out of Four)

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Q3

What do you mean by operations performance objectives? Explain in details the five generic performance objectives.

(16)**Q4**

Discuss importance of Capacity Change and explain in details the strategic timing of capacity change as per market demand.

(16)**Q5**

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Discuss the four stage model developed by Prof. Hayes and Prof. Wheelwright that captures maturity and contribution of any operations in opening up market potential for the organisation.

(16)

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Q6

What is sustainable alignment? Discuss the Prof. Terry Hill's framework for operations strategy formulation.

(16)

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