



CBCS SCHEME

20MBA302

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Third Semester MBA Degree Examination, Jan./Feb. 2023
Technology and Operational Strategy

Max. Marks:100

Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No.8 is compulsory.

- 1 a. What do you understand by the term operations management? (03 Marks)
b. What are the major operations management issues that manufacturing organizations face in India? (07 Marks)
c. Who is on Operations Manager? Explain the functions of an operations manager. (10 Marks)
- 2 a. What is Process Mapping? (03 Marks)
b. Explain the steps involved in making Fishbone Diagram. (07 Marks)
c. What are Quality Circles? Explain the significant characteristics of quality circles. (10 Marks)
- 3 a. Define Benchmarking. (03 Marks)
b. What is Lean Manufacturing? Explain the types of wastes. (07 Marks)
c. Explain the scope of Operations Management. (10 Marks)
- 4 a. What is Kaizen? (03 Marks)
b. What is 5's in TQM? Explain. (07 Marks)
c. Explain different types of Flow Chart. (10 Marks)
- 5 a. Define the term JIT. (03 Marks)
b. Explain the principles of Toyota Production System. (07 Marks)
c. What is Theory Z? Explain the characteristics of Theory Z. (10 Marks)
- 6 a. What do you mean by POKA YOKE? (03 Marks)
b. What is Six Sigma? Explain the DMAIC process. (07 Marks)
c. Define TQM. Explain the elements of TQM. (10 Marks)
- 7 a. What do you mean by Quality Function Deployment? (03 Marks)
b. What is Total Productive Maintenance? Enumerate the benefits of it. (07 Marks)
c. What is ISO? Explain the Quality Management Principles of ISO. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

8 CASE STUDY

Countries like India and China are manufacturing hubs for fashion products, supplying large chunk of the worlds apparel. Now Ethiopia has emerged as a key destination for outsourcing for several companies, including H & M, Levi's and Guess, dueto the availability of cheap and abundant labour force. According to Bloomberg reports, the base salary of workers can be about \$25 per month. The Ethiopian government offers an exemption from income tax for the first 5 years to incentivize foreign companies. While this has created a thousands of jobs for Ethiopian market in the last year, the goal is to create 2 million jobs by 2025, which would transition the country from primarily agrarian nation to manufacturing one.

While H & M and Gap currently source production from local facilities only, some companies are taking a step further and are planning to set up factories in the East African country due to the extreme competitiveness of fashion industry. These includes brands like Levi's, under Armour, Calvin Klein, Tommy Hilfiger, Armani and Hugo Boss. At the same-time, outsourcing to Ethiopia has potential risks. Ethiopians political instability may cause problems in the future. In addition, due to underdeveloped infrastructure, the working conditions might not be up to the standards that may companies are used to and the delivery time for products to reach buyers in Europe could be weeks longer than buyers in China.

Questions :

- a. What are the major pros and cons for companies to set up production in Ethiopia? (10 Marks)
- b. How could inferior working conditions influence the efficiency of production for companies? (10 Marks)
