2022

MANAGEMENT STUDIES

(Theory Paper)

Paper Code : MBA 2.3 (New)

(Production and Operations Management)

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks for the questions.

1. Answer any *five* questions from the following :

2×5=10

   (a) What activities are involved in the operations function ?

   (b) What is competitiveness ?

   (c) What are the causes of poor decision ?

   (d) State two possible causes of poor quality.

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(e) What is robust design ?

(f) State two advantages of process layout.

(g) Why is good product and service design important ?

2. Answer any *four* questions from the following :

5×4=20

(a) Mention any four advantages of batch production.

(b) Explain in brief the objectives of operations management.

(c) Explain the factors influencing plant location.

(d) Explain the reasons for global or foreign location.

(e) Discuss the factors influencing productivity.

(f) Explain the objectives of quality control.

3. Answer any *four* questions from the following :

7×4=28

(a) Explain the different types of layouts.   7

(b) Calculate the productivity for the following operations :

(i) Three employees process 600 insurance policies in a week. They work 8 hours per day, 5 days per week.   3

(ii) A team of workers makes 400 units of a product, which is sold in the market for $10 each. The accounting department reports that for this job the actual costs are $400 for labor, $1,000 for materials, and $300 for overhead.   4

(c) Explain the new service design process.   7

(d) Discuss the fundamental factors affecting quality.   7

(e) What are some of the factors that cause organization to redesign their products and services.   7

(f) Discuss recent trends in location and possible future strategies.   7

4. Answer the following question :   12×1=12

Amazon, what exactly is your core competence ?

The founder and boss of Amazon, Jeff Bezos, was at a conference speaking about the company's plans. Although Amazon was generally seen as an Internet

book retailer and then a more general Internet retailer, Jeff Bezos was actually pushing three of Amazon's utility computing' services. These were : a company that provides cheap access to online computer storage, a company that allows program developers to rent computing capacity on Amazon systems, and a service that connects firms with other firms that perform specialist tasks that are difficult to automate. The problem with online retailing, said Bezos, is its seasonality. At peak times, such as Christmas, Amazon has far more computing capacity than it need for the rest of the year.

At low points it may be using as little as 10 per cent of its total capacity. Hiring out that spare capacity is an obvious way to bring in extra revenue. In addition, amazon had developed a search engine, a video download business, a service (Fulfilment By Amazon) that allowed other companies to use Amazon's logistics capability including the handling of returned items, and a service that provided access to Amazon's 'back-end' technology.

Amazon's apparent redefinitioin of its strategy was immediately criticized by some observers. 'Why not', they said, 'stick to what you know, focus on your core competence of Internet retailing ?' Bezos's response was clear. 'We are sticking to our core competence; this is what we've been doing for the last 11 years. The only thing that's changed is that we are exposing it for [the benefit of] others.' At least for Jeff Bezos, Amazon is not so much an Internet retailer as a provider of Internet-based technology and logistics services.

Discuss the core competency of Amazon.