

**2016
MBA**

**MBA/BAD 4.6 (B)
OPERATIONS STRATEGY**

Full Marks : 70

Time : 3 Hrs

The figures in the margin indicate full marks for the questions

SECTION A

All questions are compulsory:

1. How does an operation develop and exploit 'dynamic' sustainability? 2
2. What are the advantages of taking a total supply network perspective? 2
3. How can an operations strategy be put together? 2
4. Identify the different types of competitive priorities. How has their relationship to each other changed over the years? 1+1
5. How can an organization use its operations as a 'formidable competitive weapon'? 2

SECTION B

Answer any five:

1. Discuss reasons why capacity changes over time. 4

2. What are some of the key practical challenges associated with sustainability? 4
3. What are the practical challenges associated with measuring and controlling operations-related risk? 4
4. What is the difference between a 'top-down' and a 'bottom-up' view of operations strategy? 4
5. What is the difference between a 'market requirements' and an 'operations resource' view of operations strategy? 4
6. What is meant by the terms order qualifiers and order winners? Explain why they are important. 2+2=4
7. Describe the three types of technologies. Explain the strategic role of technology. 2+2=4

SECTION C

Answer any five from the following.

1. What is top down operations strategy? Discuss the difference between operations management and operations strategy 4+4=8
2. Explain the following 4+4=8
 - a. Scale to scalability
 - b. Coupling to connectivity
3. Describe The Platts-Gregory procedure Formulation models for fit 8
4. Briefly explain inter-operational relationship in supply network 8

5. What is the relative importance of order winning and qualifying competitive factors?

Discuss the criteria of order winning and qualifying concept. 4+4=8

6. Describe how firms are integrating manufacturing and services to provide an overall "bundle of benefits" to their customers. 8
7. Explain how excelling at each of the five operations performance objectives (cost, quality, speed, dependability and flexibility) could provide an organization with a competitive advantage. 8
