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Third Semester MBA Degree Examination, July/August 2022
Technology and Operational Strategy

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.

- 1 a. Define the term Operations Management. (03 Marks)
b. What are the roles and functions of operations manager? (07 Marks)
c. Describe the production and operations management in Indian context. (10 Marks)
- 2 a. Define the term Just-In-Time (JIT). (03 Marks)
b. Illustrate the benefits of Theory Z. (07 Marks)
c. Why is Industrial Revolution 4.0 said to be "cyber meets human"? Explain. (10 Marks)
- 3 a. Define Lean Manufacturing. (03 Marks)
b. State the steps in process flow charts. (07 Marks)
c. Elaborate the 5S technique of eliminating waste. (10 Marks)
- 4 a. What is Toyota Production System (TPS)? (03 Marks)
b. Explain different types of continuous production system. (07 Marks)
c. Write notes on: (i) Kanban (ii) Kaizen (10 Marks)
- 5 a. Write a note on Poka Yoke. (03 Marks)
b. What is TQM? Explain eight building blocks of TQM. (07 Marks)
c. Define Quality Circles. Explain the techniques of quality circles. (10 Marks)
- 6 a. What is FMEA? (03 Marks)
b. Explain the process of Benchmarking. (07 Marks)
c. Briefly discuss the supply chain 'KEIRETSU' with its advantages and disadvantages. (10 Marks)
- 7 a. What is ISO 9000? (03 Marks)
b. Explain the features and goals of Six Sigma. (07 Marks)
c. What are the sources of purchasing? Explain relationship of purchasing and supply chain. (10 Marks)

8 CASE STUDY: (compulsory)

Roots Corporation Limited operates a group of hotels under the brand name Ginger Hotels. Ginger Hotel appears to be very similar to any other hotel. A Ginger hotel offers all the facilities that a normal hotel would offer. These include check-in facilities, rooms with a TV, fridge, tea/coffee maker, room services such as laundry, restaurants, digital safer, Wi-Fi connections, meeting rooms, a business centre, gymnasium, car rental service, doctor on call, currency exchange. However, the similarity ends at this level.

A Ginger hotel distinguishes in several ways in the manner these services are offered. Unlike other hotels, Ginger hotels offer an a'la carte menu in the restaurant at a nominal price. In case a guest does not like what is being offered, it is possible to call up nearby restaurants, place an order, and collect food from Give n' Take counter in the hotel. The rooms are compact and well maintained, and are available at a price that is much lower than the price charged by other hotels for a similar service.

"Please help yourselves" is a line can be seen on most of the brochures and booklets in a Ginger hotel and aptly reflects its most distinguishing feature. Some of the self services are self service check-in, Give n' Take counter, Smart Get Set (ironing room, water dispensers in all the floors), Smart Knick Knacks (vending machines for hot and cold beverages and snacks), Smart Mart (vending machines to supply toiletries, combs, toothpaste, mosquito repellants and hygiene products).

The company summarizes "the Ginger experience" as one providing intelligent, well-thought-out facilities and services at great value and with no frills attached".

- a. Can you identify the strategic and operational benefits that Ginger Hotels is likely to derive from the operations strategy and operation system design that it has chosen? (10 Marks)
- b. What are the operational elements of Ginger Hotels that provide this strategic dimension to the operations? (10 Marks)

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