MBA (2018 Batch) (Sem.–3)
OPERATIONS STRATEGY
Subject Code : MBA-951-18
M.Code : 77055

Time : 3 Hrs. Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. **SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.**
2. **SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.**
3. **SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.**

SECTION-A

Q1. Discuss the concept of value chain.

Q2. What is meant by strategic operation decision areas?

Q3. Which are the inventory reduction tactics?

Q4. Discuss the concept of VED analysis.

Q5. What is the significance of vertical integration?

Q6. Discuss the importance of corrective maintenance.

Q7. What is meant by outsourcing?

Q8. Briefly explain the concept of material requirements planning.

SECTION-B

UNIT-I

Q9. Discuss and differentiate between location and capacity strategy.

Q10. Explain the scope and functions of Enterprise Resource Planning.

UNIT-II

Q11. What is meant by product development strategy? Discuss its implications for different organizations.

Q12. List and discuss the various reasons for holding inventory. Further explain the concept and significance of inventory turnover ratio.

UNIT-III

Q13. Discuss the various dimensions of operations for competitive advantage. Give examples.

Q14. Discuss and differentiate between various maintenance programs.

UNIT-IV

Q15. Discuss the concept of global supply chain strategy. Explain its significance and role in cost and time management.

Q16. What is meant by environment sustainability strategy? Discuss its role in modern day operations management.

SECTION-C

Q17. Study the following case and answer the question(s) that follow :

Pharma equipment manufacturers, engineers, and process plant owners and operators commonly face the challenge of keeping their fleet, machinery, and other assets working efficiently, while also reducing the cost of maintenance and time-sensitive repairs.

Considering the aggressive time-to-market required for pharmaceutical products, it is crucial to identify the cause of potential faults or failures before they have an opportunity to occur. Emerging technologies like the Internet of Things, Big Data analytics, and Cloud Data storage are enabling more vehicles, pharmaceutical equipment, and assembly robots to send condition- based data to a centralized server, making fault detection easier, more practical and more direct. By proactively identifying potential issues, companies can deploy their maintenance services more effectively and improve equipment up-time. The critical features that help to predict faults or failures are often buried in structured data, such as year of production, make, model, warranty details, as well as unstructured data, such as maintenance history and repair logs.

By leveraging artificial intelligence models to identify anomalous behavior, the information derived from the equipment sensors can be turned into meaningful and

actionable insights for proactive maintenance of assets, thereby preventing incidents that result in asset downtime or accidents. Commonly known as predictive maintenance, this added intelligence enables pharma organizations to forecast when or if functional equipment will fail so that its maintenance and repair can be scheduled before the failure occurs.

Failure prediction, fault diagnosis, failure-type classification, and recommendation of relevant maintenance actions are all a part of predictive maintenance methodology.

As industrial customers become increasingly aware of the growing maintenance costs and downtime caused by the unexpected machinery failures, predictive maintenance solutions for Bio-Pharma companies are gaining even more traction.

Questions :

1. What kind of challenges do Pharma manufacturers face in respect of predictive maintenance?

2. How does Information Technology help in predictive maintenance?

3. What role does structured and unstructured data play in predictive maintenance?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.