

Savitribai Phule Pune University
Department of Management Sciences (PUMBA)
Executive MBA
2nd Year (Semester –IV) External Exam April- 2015
404(D) – Strategic Manufacturing & Operations Mgmt.

Time: 2hrs.

Marks: 50

Instructions to candidates:

- Answer **Question 1 (compulsory) and any 3 other questions – total 4.**
- All questions carry equal marks.

Q1a) What factors have influenced the creation of a “Chief Operations Officer” (C.O.O. - a top management position) in most firms? (Hint: use Porter’s Value Chain to develop the answer)

OR

Q1b) “Operations management is about getting the day-to-day work done quickly, efficiently and at low cost.” Therefore, can ‘Operations’ contribute to a firm’s strategic intent – if so, how and (using examples) in what way?

Q2. Elaborate on the Factors influencing “Lean Manufacturing” set-up.

Q3. Explain, with appropriate examples, the concept of “Mass Customization” and its various forms. What are the principle requirements for ‘true’ mass customization?

Q4. What is the benefit from converting Manufacturing to a “Profit Centre” using transfer pricing?

Q5. Write short explanatory notes on any 2 of the following:

- a) Push & Pull systems for manufacturing
- b) Order qualifiers & Order Winners
- c) The concept of “Responsibility Centre”
- d) Performance metrics for controlling Manufacturing