

University of Pune
Department of Management Sciences
MBA-BT Semester IV
Semester End Exams April 2013

409-Production & Material Management SPL-III

Maximum Marks: 60

Time: 3Hrs

Note: Q1 is compulsory and solve any two from the remaining. (Each carries 20 Marks.)

Q1. AMP manufacturing is a medium size manufacturing firm making arc welding equipment, electric motors and generators. The plant Design is a typical assembly line layout: various components are added to the item as it moves down a conveyor line until the completed product is assembled. Each worker is assigned to a work station along the assembly line and performs a specific task on the item at his station. The tasks are extremely repetitive with little flexibility for the employee.

The manufacturing facility itself is large noisy and poorly ventilated (hot in the summer and cold in winter). There is little interaction among the employees or the supervisors during the day. Management style has always been authoritarian and since the plant is a nonunion shop, there is no employee representation to management. Product quality has always been a problem at AMP but has got out of hand over the last few years. Returns from distributors have greatly increased along with customers complaints. Productivity of the workers is well below the industry standards for this type of facility. Absenteeism and employee turnover are extremely high which has begun to hamper the plant's ability to meet the production deadlines.

The plant was recently purchased by an outside group, the former owner having decided to sell the business because of the problems outlined above.

Question: You have been hired as a new plant manager with a firm directive from the Investors to improve all phases of operations. Suggest specific methods you would employ to accomplish the objectives given to you by top management.

- Q2. What do you mean by work study? Explain the concept by taking the example of Blood donation camp with the help of Flow process chart.
- Q3. What is Statistical Quality Control? Explain the significance of Control Charts. Also mention the applications of SQC.
- Q4. Write a brief note on Operation Strategy and competitiveness with respect to world class manufacturing.
- Q5. Write short notes **on any two** (10 marks each)\
- a. Competitive Priorities – The Edge
 - b. TQM
 - c. Policy Deployment
 - d. Balance Scorecard.