MB122D

Sl. No.

IV Semester M.B.A. Degree Examination, May/June - 2026

MANAGEMENT

Strategic and Operations Management

(Non-CBCS Scheme) (Elective-D)

Course : MBSC-3.1D

Time : 3 Hours **Maximum Marks : 80**

SECTION - A

Answer any Five sub-questions. Each question carries 3 marks. **(5×3=15)**

1. a) What are the key challenges faced by businesses in the new manufacturing era?

b) What are the priorities for achieving global competitiveness in manufacturing?

c) What are the generic strategies used in the new manufacturing era?

d) What is production control systems?

e) What is outsourcing?

f) What is on the job training?

g) What is the role of automation in modern manufacturing methods?

SECTION - B

Answer any Four Sub-questions. Each question carries 5 marks. **(4×5=20)**

2. Describe the key characteristics of the traditional batch manufacturing environment and how it contrasts with the new manufacturing Era.

3. Explain the necessity for fundamental changes in manufacturing and service sectors.

4. Discuss the concept of value analysis in manufacturing.

5. Outline the objectives and benefits of production control within operations planning.

6. Describe the role of Modern Manufacturing Methods such as automation, ERP, and nanotechnology in operations strategy.

7. Explain the concept of industry 4.0.

SECTION - C

Answer any Three questions. Each question carries 10 marks. **(3×10=30)**

8. Analyze the impact of transitioning from a traditional batch manufacturing environment to the New Manufacturing Era. Apply this analysis to suggest strategies for a company facing challenges in adapting to the new era's business environment.

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9. Analyze the role of value analysis in enhancing process planning and routing for a multi-product manufacturing system. Apply this analysis to recommend improvements in process planning for a company with diverse product lines.

10. Examine the benefits and challenges of various production control systems, such as Gantt charts and kanban, in managing production schedules. Apply this examination to develop a production control strategy for a company experiencing scheduling issues.

11. Analyze how the principles of outsourcing and make or buy decisions affect operational effectiveness in a global context. Apply this analysis to recommend an outsourcing strategy for a company looking to optimize its operations.

12. Analyze the integration of modern manufacturing methods like automation and industry 4.0 technologies in improving operational efficiency. Apply this analysis to propose a technology adoption plan for a company aiming to enhance its production capabilities.

SECTION - D

13. Case Study (Compulsory). **(1×15=15)**

TechFab Industries, a manufacturer of industrial machinery, has traditionally operated using batch manufacturing techniques. Faced with increasing competition and evolving market demands, the company decided to transition to modern manufacturing practices. This includes implementing new strategies such as automation, ERP systems, and Just-in-Time (JIT) technology. The goal was to enhance production efficiency and better compete in the global market.

During the transition, TechFab encountered several challenges. They had to overhaul their process planning and routing, address scheduling issues, and integrate advanced manufacturing methods like automation and ERP. The company also explored Lean manufacturing principles and the Toyota Production System to streamline operations and reduce waste.

Questions:

a. Analyze the challenges TechFab Industries faced in shifting from traditional batch manufacturing to modern practices. **(5)**

b. Evaluate how the implementation of automation and ERP systems at TechFab Industries influenced their production control and scheduling processes. **(5)**

c. Examine the role of Just-in-Time (JIT) technology and Lean manufacturing. **(5)**
