MBSC-4.2D

Sl. No.

IV Semester M.B.A. (CBCS) Degree Examination, May/June - 2026
MANAGEMENT
Elective-D : Operations
World Class Manufacturing

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

SECTION-A

Answer any Five questions. Each question carries 5 marks. (5×5=25)

1. How does Business Excellence differ from Manufacturing Excellence?
2. What are the key principles of green manufacturing, clean manufacturing, and agile manufacturing?
3. How does TPM contribute to achieving zero accidents and zero pollution in a manufacturing facility?
4. Compare and contrast the effectiveness of different TQM models in achieving organizational goals.
5. Identify the challenges faced by service organizations in adopting TQM.
6. Discuss the relationship between EVM metrics (e.g., cost variance, schedule variance) and project success.
7. What is the role of competitiveness in Quality Management?

SECTION-B

Answer any Four questions. Each question carries 10 marks. (4×10=40)

8. Develop a competitive strategy for a manufacturing firm focusing on quality management.
9. Evaluate the sustainability of practices adopted by World Class New Age Companies in the long term.
10. Discuss the challenges and benefits of implementing cellular manufacturing in a traditional factory setting.

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11. Describe the relationship between reliability and maintenance costs in a manufacturing setting.

12. Analyse the challenges faced by service Organizations in adopting TQM.

13. How would you apply Taguchi's Quality Loss Function to minimize quality losses in a production process?

SECTION-C

14. Case Study (Compulsory). **(1×l5=15)**

ArcelorMittal is the world's leading steel and mining company, with primary manufacturing facilities in 16 countries and an industrial presence in 60. Formed when India's Mittal Steel merged with Luxembourg's Arcelor, ArcelorMittal is based in Luxembourg City and produces steel for numerous industries, including automotive, construction, mining, household appliances, and packaging.

In competing for talent globally, the company faced stiff challenges. Its recruitment teams were decentralized, using different applications and practices, making it difficult to coordinate talent searches, especially for specialized jobs. That lack of standardization also led to overreliance on costly staffing agencies and prevented ArcelorMittal from creating the consistent branding needed to attract top talent.

ArcelorMittal turned to Oracle Fusion Cloud Recruiting, part of the Oracle Cloud HCM suite of applications, to standardize the process of staffing jobs globally, including positions as varied as factory worker, logistics coordinator, sales executive, and mining specialist.

Oracle Recruiting has helped land talent for hard-to-fill high-tech jobs. In Poland, home to many high-tech companies and startups, ArcelorMittal received 1,400 applications in only eight weeks after launching Oracle Recruiting. Previously, HR teams often received just one or two applications per job opening in key markets.

Company recruiters have visibility into all recruitment activities, including requisitions, to avoid duplication. Standardized reports across a range of metrics help ArcelorMittal continually improve its recruitment strategies.

Metrics such as time to hire, number of applicants, and applicant-to-interview ratios per geography or job type inform when and how ArcelorMittal should use staffing agencies.

The unified recruitment system lets HR teams in different locations working on similar types of jobs exchange candidate information. Teams can also pool external advertising resources.

A single branded ArcelorMittal careers site lists every open position and makes it easy for people to apply and track the status of their applications. Delivering such a smooth application experience helps present the company as a desirable place to work.

Questions:

a) Analyze the impact of a single branded careers site on ArcelorMittal's ability to attract top talent.

b) Evaluate the effectiveness of Oracle Fusion Cloud Recruiting in helping ArcelorMittal standardize its global recruitment processes.

c) Assess the importance of presenting a smooth application experience in establishing ArcelorMittal as a desirable employer.

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