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**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR
(AUTONOMOUS)****MBA I Year II Semester (R16) Regular Examinations June 2017****Operations Management**

(For Students admitted in 2016 only)

Time: **3 hours**Max. Marks: **60****SECTION – A**(Answer all Five Units **5 x 10 = 50** Marks)**UNIT-I**

1 Trace out the historical evolution of production and operations management. 10M

OR

2 a What are the key objectives of product and process design? 5M

b Provide some examples of strategies to improve process designs. 5M

UNIT-II

3 How does aggregate planning impact each of the following functional areas in an organization? (a) Marketing, (b) Finance, (c) Strategy, (d) Materials and procurement. 10M

OR

4 Critically examine the factors influencing the choice of an appropriate forecasting model. 10M

UNIT-III

5 a What are the limitations of Assignment Problem technique for loading purposes? 5M

b List out the scheduling problems in Line production. 5M

OR

6 a Define line balancing and line of balance. Discuss the merits and demerits of both the methods. 10M

UNIT-IV

7 a State the objectives of Job Design. 5M

b Briefly describe the various job design decisions. 5M

OR

8 a Distinguish between inspection and quality control. 5M

b Discuss the salient features of ISO 9001-2000 series. 5M

UNIT-V

9 a Elucidate various measures to increase productivity. 5M

B Describe the importance of productivity cycle? 5M

OR10 Discuss various **steps** in implementing the Total Productivity Model. 10M

SECTION – B
(Compulsory Question)

1 x 10 = 10 Marks

11. Case Study

Company Background

Apollo Animal Clinic (AAC) is a metropolitan veterinary clinic specialising in the medical care of dogs and cats. Dr. Sunitha opened the clinic three years ago, in Bangalore hiring another full-time veterinarian, a staff of three nurses, an office manager, and an office assistant. The clinic operates Monday through Friday during regular business hours, with half days on Saturdays and extended hours on Wednesday evenings. Both doctors work during the week and take turns covering Wednesday evenings and Saturdays. Dr. Sunitha opened the clinic with the intent of providing outpatient animal care. Overnight services are provided for surgical patients only. No other specialised services are offered. The facility for the clinic was designed for this type of service, with a spacious waiting and reception area. The examining and surgical rooms are in the rear, just large enough to accommodate their initial purpose. As time has passed, however, the number of patients requesting specialised services has increased. Initially the requests were few, so Dr. Sunitha tried to accommodate them. As one of the nurses was also trained in grooming services, she began to alternate between her regular duties and pet grooming. Pet grooming was performed in the rear of the reception area, as it was spacious and there was no other room for this job. At first this was not a problem. However, as the number of pets being groomed increased, the flow of work began to be interrupted. Customers waiting with their pets would comment to the groomer in the rear, who had difficulty focusing on the work. The receptionist was also distracted, as were the animals. The number of customers requesting grooming services was growing rapidly. Customers wanted to drop off their pets for a “package” of examining, grooming, and even minor surgical procedures requiring overnight stays. The space for grooming and overnight services was rapidly taking over room for other tasks. Also, most of the staff was not trained in providing the type of service customers were now requiring.

The Dilemma

Dr. Sunitha sat at her desk wondering how to handle the operations dilemma she was faced with. She started her business as a medical clinic but found that she was no longer sure what business she was in. She didn't understand why it was so complicated given that she was only providing a service. She was not sure what to do.

Case Questions

- (a). Identify the operations management problems that Dr. Sunitha is having at the clinic.
- (b). How would you define the “service bundle” currently being offered? How is this different from the initial purpose of the clinic?
- (c). Identify the high-contact and low-contact segments of the operation. How should each be managed?
- (d). What should Dr. Sunitha have done differently to avoid the problems she is currently experiencing? What should Dr. Sunitha do now?

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