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III Semester M.B.A. Examination, May 2022

(CBCS 2014 – 15 Scheme)

MANAGEMENT

Paper – 3.2 : Projects and Operations Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions. **Each** question carries **five** marks.

(5×5=25)

1. Explain project portfolio management and programme management.
2. Explain WBS with an example.
3. Explain the stages of project life cycle.
4. Explain project risk management.
5. What are facility layouts ? Discuss about the types of layouts.
6. Explain about six sigma and its application.
7. Write the meaning of productivity and explain about different types of productivity.

SECTION – B

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

8. Explain about various factors affecting facility location.
9. You have a project to be completed in 12 months and the cost of the project is 200,000 USD. Six months have passed and 90,000 USD has been spent, but on closer review, you find that only 30% of the work has been completed so far. Calculate cost variance and schedule variance. Find the Cost Performance Index for this project and deduce whether you are under budget or over budget. Also calculate the schedule performance index and cost schedule index. Interpret your results.
10. Discuss about tools and techniques for quality improvement.

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11. Write short notes on :

- a) Materials Management
- b) Purchase functions
- c) Vendor rating
- d) EOQ
- e) Safety stocks.

SECTION – C
(Compulsory)

(1x15=15)

12. Case Study.

A manufacturer of cakes and bread is having difficulty in sustaining quality standards. In India, with outlets in different states, the manufacturer finds it tough to have the same work methods in different states, because, the temperature and the humidity varies from place to place. The management is adamant on sustaining quality standards. Their production units are well equipped, but the company is still struggling to understand Indian climate and atmosphere. You have been employed as a quality consultant.

Questions :

- 1) Develop quality control techniques and procedures for quality assurance for the company.
- 2) You are required to quote the quality control techniques, the waste management methods and the inbound and outbound logistics for the company.
- 3) Illustrate your answer with suitable flow charts.