**Production & Operations Management**

**Section (A)**

**Short Questions**

**Ques1.** Outline the significance of material management within the realm of production and operations management, elucidating on fundamental strategies for efficient inventory control.

**Ques2.** Explain the significance of forecasting techniques in production and operations management, and elucidate the advantages and limitations of quantitative and qualitative methods.

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**Section (B)**

**Case Studies**

**Case Study1:**

***Forecasting and Production Planning at Stellar Electronics***

Stellar Electronics, a prominent consumer electronics manufacturer, has navigated significant growth since its inception in 2000. Specializing in smart phones, tablets, and home appliances, the company has established a robust market presence. However, with expansion comes the challenge of effectively forecasting demand and optimizing production planning to meet customer needs efficiently. Stellar Electronics employs a range of forecasting methods including qualitative, quantitative, and causal approaches to predict demand trends accurately. These methods involve expert judgment, statistical analysis, and regression models to understand market dynamics and anticipate consumer preferences.

Operation planning at Stellar Electronics encompasses capacity planning, scheduling, inventory management, and workforce planning. By enhancing these processes, the company ensures that production aligns seamlessly with demand forecasts, optimizing resource allocation and minimizing operational inefficiencies. Aggregate production planning plays a pivotal role in balancing production levels over the medium term, considering factors such as demand variability and resource availability. This strategic approach enables Stellar Electronics to maintain competitiveness by adapting swiftly to market changes and ensuring timely product delivery.

In response to challenges, Stellar Electronics has leveraged advanced planning and scheduling software to enhance visibility and decision-making across its operations. This technology driven approach has streamlined production processes, improved capacity utilization, and facilitated proactive inventory management. By integrating these strategies, Stellar Electronics has strengthened its position in the consumer electronics market, demonstrating resilience and adaptability in a dynamic business environment.

**Case Study Questions:**

**Ques1.** What methods does Stellar Electronics employ to forecast demand?

**Ques2.** How does Stellar Electronics enhance its operation planning processes?

**Ques3.** What are the key components of aggregate production planning at Stellar Electronics?

**Ques4.** How does the hybrid production strategy benefit Stellar Electronics?

**Ques5.** What challenges did Stellar Electronics face in forecasting demand and managing production?

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**Case Study2:**

**Improving Productivity through Job Design, Process Flow Charts, Methods Study, and Work Measurement**

**Introduction:** In a bid to enhance productivity, streamline operations, and optimize efficiency, Acme Manufacturing, a leading player in the automotive parts industry, embarked on a comprehensive overhaul of its production processes. This case study delves into how Acme Manufacturing utilized job design, process flow charts, methods study, and work measurement to achieve significant improvements in productivity and operational effectiveness.

**Background:** Founded in 1985, Acme Manufacturing has grown to become a key supplier of precision-engineered automotive components. With increasing competition and customer demands for faster delivery and higher quality, the company faced challenges in maintaining productivity levels and operational efficiency.

**Job Design:** Acme Manufacturing recognized that efficient job design is crucial for maximizing productivity and employee satisfaction. The company implemented job enrichment strategies by redesigning tasks to increase autonomy and skill variety.

**Process Flow Charts:** To visualize and streamline production workflows, Acme Manufacturing developed detailed process flow charts. These charts mapped out every step of the manufacturing process, identifying potential bottlenecks and inefficiencies.

**Methods Study:** Acme Manufacturing conducted rigorous methods study to standardize work procedures and identify the most efficient methods for performing tasks. Through systematic observation and analysis, the company identified best practices and developed standardized operating procedures (SOPs) that streamlined production processes.

**Work Measurement:** Accurate work measurement is essential for determining labor standards and optimizing resource allocation. Acme Manufacturing implemented work measurement techniques such as time studies and predetermined motion time systems (PMTS) to quantify the time required to complete specific tasks accurately.

**Case Study Questions:**

**Ques1.** How did Acme Manufacturing enhance productivity through job design?

**Ques2.** What role did process flow charts play in Acme Manufacturing's productivity improvements?

**Ques3.** How did Acme Manufacturing benefit from conducting methods study?

**Ques4.** What methods did Acme Manufacturing use for work measurement and how did it impact productivity?

**Ques5.** How did Acme Manufacturing's strategic initiatives in job design, process flow optimization, methods study, and work measurement contribute to its overall success?

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**Section (C)**

**Subjective Questions**

**Ques1.** You are appointed as the Operations Manager of a manufacturing company that produces consumer electronics. The company has been facing challenges in meeting customer demand, controlling production costs, and ensuring product quality. Discuss the key strategies you would implement to address these challenges and improve overall production and operations management. Provide a comprehensive plan outlining the steps you would take, including but not limited to inventory management, production scheduling, quality control, and technology adoption. Justify your choices and explain how each strategy contributes to achieving operational excellence.

**Ques2.** Discuss the role of project management in enhancing production and operations management in manufacturing industries. Provide a detailed explanation of key project management principles, methodologies, and tools commonly used in manufacturing projects. Additionally, analyze the challenges that organizations may face in implementing project management practices and propose strategies to overcome these challenges. Justify your answers with relevant examples and industry insights.

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