Seat No. _____

HAC-19MBA205

M. B. A. (Sem. II) (CBCS) Examination

May - 2023

Operations Management

Time : $2\frac{1}{2}$ Hours / Total Marks : **70**

Instruction : All questions carry equal mark.

1   What is meant by Plant Layout? Discuss the factors influencing layout Choices. Also discuss layout tools and techniques.

2   What are the operations Management? Discuss the key functional area of operations Management.

OR

2   (a)   What is Supply Chain Management? Discuss the functions and components of Supply chain Management.

(b)   What is Plant Layout? Explain the factors affecting the plant layout.

3   What is the product development process? Explain the role of product development in competitive market.

OR

3   What is the inventory Management? Explain the importance and objectives of inventory management.

4   What is total quality management? Explain the tools of total quality management.

OR

4   What is meant by aggregate planning? Discuss the process of aggregate planning.

5 Case Study - Steve Jobs and Apple :

Late Steve Jobs completed the education only till high school when he dropped out from Reed College, Oregon. Another drop out from University of California at Berkley was Stephen Wozniak, who started working for Hewlett-Packard (HP) and came in contact with a summer intern their Jobs. Wozniak was an engineering wizard, who was influenced by Jobs to quit his job at HP and start a new venture. Thus, Apple Computer Corporation was founded by Jobs along with Wozniak in 1976 in his car garbage. At that time, nobody had imagined that large computers hitherto confined to scientific installations could be configured for personal use by individuals. The Apple computer designed and created by the duo received orders of 25 units from the local electronics retailer and from thereon, the story of first personal computer was started. Rest is now history.

Apple's approach to designing new products is rather unconventional, as if symbolizing the exotic leadership style of Jobs. If Steve's words, 'Simplicity is the ultimate sophistication.' A typical example is the iPod, which was designed to play the music through a miniature device and do nothing else. The platform strategy is clearly evident in use of OSX operating system in Macintosh, PCs, iPhone, and iPad. In fact, iPad is a natural extension of the iPhone in terms of touch screen and other common user interfaces/applications. This promotes reusability of parts, components, software, etc., while ensuring less training on part of existing customers using Apple products. Future applicability of current products through cross-pollination of internal ideas and technologies is an important aspect of Apple designs. Another facet of its approach is 'participatory design', whereby customers play an active role in design process. In the development stages, the experiences and problems faced by a sample set of customers using a software/product are meticulously observed. The focus then shifts to finding simple yet effective solutions to such problems for improvising the designs. The customer involvement is 'iterative' in nature, i.e.. their experiences are continually monitored to, identify the scope of further improvement. This explains the progressive release of latest versions of products, taking, e.g., iPhone 4 has innovative features such as video calling with Face time, retina display with 960 by 640 resolution, HD video recording, 5 megapixel camera with LED flash, dual-mic noise suppression, and much more. What sets Apple products apart from competition is their aesthetic appeal. The pristine white colour

almost becomes synonymous with Apple products with 'snow white skin', when the company introduced vibrant colours in some of its products like iPods. This simply shows the flexibility and dynamism in Apple designs rather than getting trapped in statics of currently successful designs. The future, outlook and boldness is clearly hallmark of Apple designs, which always leaves the competition to do lots of catching up.

Experts argue that Apple products are not radical innovations but improvisations of existing products in the market. According to them, neither was iPod the first MP3 player nor was iPhone the first smartphone with a touch screen. iPad was not the first tablet either. The bottom line is that Apple not only learns from its own mistakes, but also from the competitor's mistakes. Apple's mission is not to be the first but clearly to be the best.

Job's idea of innovation in design is aptly captured by his statement below :

"The system is that there is no system. That doesn't mean we don't have process. Apple is a very disciplined company, and we have great processes. But that's not what it's about. Process makes you more efficient. But innovation comes from people meeting up in the hallways or calling each other at 10.30 a.m. at night with a new idea, or because they realized something that shoots holes in how we have been thinking about a problem. Its ad hoc meetings of six people called by someone who thinks he has figured out the coolest new thing ever and who wants to know what other people think of his idea. And it comes from saying no to thousand things to make sure we don't get on the wrong track or try to do too much."

Questions : (answer any **two**)

(a)   Do you agree with Apple's strategy of creating their iPad only in two colors- black and white?

(b)   Apple's approach to product development has been to build upon existing technologies. Do you think it is high time that Apple started innovating new technologies on its own?

(c)   When asked what consumer and market research Apple had done to guide the development of iPad, its former CEO Late Steve Jobs replied, 'None. It isn't the consumer's job to what they want.' Do you agree with this statement from Jobs?

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