



**III Semester M.B.A. (Day and Eve.) Examination, May/June 2025
(CBCS) (2022-23 and Onwards)
MANAGEMENT**

**Paper – 3.2 : Project and Operations Management
Equivalent to 3.2 : Project and Operations Management (Old Scheme)**

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Discuss the recent trends in projects and operations management.
2. Write a note on WBS with examples.
3. What is Lean Operations ? Discuss the benefits of Lean Operations.
4. Elaborate the various benefits of TQM with examples.
5. Explain in detail the elimination of 7 wastes (Mudas).
6. What do you understand by time and motion study ? Explain its advantages.
7. What is a project charter ? What is its importance ?

SECTION – B

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

8. Discuss in detail the various types of plant layouts with examples.
9. What is inventory management ? Explain the following :
 - a) ABC
 - b) VED
 - c) FSN.
10. What do you mean by basic EOQ model ? Discuss its assumptions and advantages.



11. M/S Mahindra enterprises is considering a project with the following cash flows :

Year	Cost of Plant (Rs.)	Running Cost (Rs.)	Savings (Rs.)
0	(7000)	-	-
1		2,000	6,000
2		2,500	7,000

The cost of capital is 8%.

Measure the sensitivity of the project to changes in the levels of plant value, costs and savings (considering each factor at a time) such that the net present value (NPV) of the project becomes zero. What factor is most sensitive to affect the acceptability of the project ?

The present value factor at 8% is as under :

Year	0	1	2
Factor	1.00	0.93	0.86

SECTION – C

Compulsory Question :

(1x15=15)

12. Case study :

General Construction Company has a contract to build three lower income apartment buildings for the city of Santa Fe, New Mexico. During construction of the first building, the project manager formed an auditing team to audit the construction process for each building. He asked the team to develop a list of minimum requirements for the projects and use this as a baseline in the audit. While reviewing the contract documents, one of the audit team members found a discrepancy between the contract minimum requirements and the City's minimum requirements. Based on his findings, he had told the project manager that he has decided to contact the city administrator and discuss the problem.

Question :

- a) If you were the project manager, how would you handle the situation ?
- b) How can a customer be assured of satisfactory project completion ?