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St. Claret College

Autonomous, Bengaluru

ROLL NO:
DATE:

PG END SEMESTER EXAMINATION-MAY 2026

MBA THIRD SEMESTER

MBA 3225: Project and Operations Management

TIME: 3 hours. **MAX. MARKS: 70**

This paper contains TWO printed pages and FOUR parts

Instructions:
1. Verify and ensure that the question paper is completely printed.
2. Any discrepancies or questions about the exam paper must be reported to the COE within 1 hour after the examination.
3. Students must check the course title and course code before answering the questions.

PART-A

Answer SEVEN questions out of NINE. Each answer carries TWO marks. **[2x7 = 14]**

1. List key deliverables of project closing.
2. Identify purpose of Pareto analysis.
3. State the concept of productivity.
4. Outline principles of JIT.
5. Highlight significance of 5S.
6. Describe the concept of TQM.
7. Explain role of risk management.
8. Summarize importance of materials management.
9. Interpret contribution of materials management.

PART-B

Answer any FOUR questions out of SIX. Each answer carries FIVE marks. **[5x4=20]**

10. A company plans to set up a new plant. Recommend suitable facility location factors for site selection.
11. Analyze the role of stakeholder involvement in project success.
12. Assess the importance of risk management in project execution.
13. Describe the PDCA cycle and its role in quality improvement.
14. A company faces frequent machine breakdowns. Propose suitable maintenance strategies.
15. Examine the role of materials management in organizational profitability.

PART-C

Answer any TWO questions out of FOUR. Each answer carries TEN marks. **[10X2=20]**

16. A completed project faces issues during handover due to incomplete documentation. Design a proper project closing process to avoid such issues.
17. A production unit is experiencing inefficiencies due to poor coordination among departments. Develop a plan to improve production management functions.
18. A company wants to improve efficiency but lacks proper work measurement techniques. Propose how time and motion study can enhance productivity.
19. A company wants to reduce defects and improve efficiency. Design a Six Sigma-based strategy for quality improvement.

PART-D

Answer the following. **[16X1=16]**

20. A consumer goods company has been experiencing a steady increase in product defects, leading to rising customer complaints and declining brand reputation. The organization lacks a structured quality management system, and quality checks are carried out irregularly without standardized procedures. There is minimal use of quality control tools, making it difficult to identify root causes of defects or monitor process variations. As a result, defective products often reach customers, increasing returns and warranty costs. This situation has also led to loss of customer trust and reduced competitiveness in the market.

    In addition to quality issues, the company is facing significant challenges in procurement and materials management. Suppliers are unreliable, and the quality of raw materials is inconsistent, which further affects the final product quality. Inventory levels are poorly managed, resulting in either excess stock or stockouts that disrupt production schedules. Although management plans to adopt Total Quality Management (TQM) practices and strengthen supplier relationships, the lack of coordination between departments such as production, procurement, and quality control is hindering progress. The company now aims to integrate quality and materials management practices to improve efficiency, reduce costs, and enhance customer satisfaction.

    Questions

    (a) Examine the quality-related issues and their impact on the organization.
    (b) Suggest appropriate quality management tools and techniques.
    (c) Recommend strategies for effective materials and supplier management.

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