

# K.J. Somaiya Institute of Management Studies & Research

PGDM (Executive) 2017-18

Trimester V

## Operational Excellence

Time : 2 Hrs.

Marks : 25

Date : 22/12/2018

Notes 1. Question No. 1 is compulsory & carries 10 Marks.

2. Out of the remaining three questions, attempt any two .Each of them carries equal marks.

Q1. Enclosed is the Case Study of ABC Limited. How will you carry out reengineering if you are appointed as CEO of this organization.

Q2. Completed forms from a particular department of an insurance company were sampled daily to check the performance quality of that department. To establish a tentative norm for the department one sample of 100 units was collected each day for 15 days with the following results:

Sample	Number of forms with errors	Sample	Number of forms with errors
1	4	9	4
2	3	10	2
3	5	11	7
4	0	12	2
5	2	13	1
6	8	14	3
7	1	15	1
8	3		

- Develop a control chart using 95% confidence level
- Plot the samples collected.
- What comments can you make about the process?

Q 3. A car stereo speaker is designed for output with a maximum sound volume of  $85 \pm 2$  decibels (db.) The loss due to defective unit is \$ 24. A sample of 25 speakers was drawn from the production process & tested for volume. The results in db are shown below:

84.1, 85.1, 84.3, 86.3, 85.8

86.8, 83.9, 85.9, 83.8, 85.7

84.7, 85.4, 84.9, 85.8, 85.3

86.2, 85.5, 86.6, 83.7, 85.5

85.6, 85.0, 86.0, 85.9, 85.1

What is the expected loss from this process based upon the sample data?

Q4. A reengineered business process looks vastly different from a traditional process. In the light of above give practical examples to illustrate the following statements.

- a. Advancement criteria change – from performance to ability.
- b. Values change – from protective to productive.