



INTERMEDIATE EXAMINATION

PRACTICE TEST PAPER

TERM –JUNE 2026

PAPER – 9

SYLLABUS 2022

OPERATIONS MANAGEMENT AND STRATEGIC MANAGEMENT

Time Allowed: 1 Hour

Full Marks: 100

Answer all questions. Each question carries 2 marks.

SECTION – A (Compulsory)

1. Choose the correct option:

[15 x 2 =30]

- i. Operations Management is primarily deals with:
 - a. Recruitment and training of employees
 - b. Conversion of inputs into outputs using physical resources
 - c. Financial planning and budgeting
 - d. Market research and promotion

- ii. For Quality Assurance in Design, Production, Installation and Servicing the _____ model is be used.
 - a. ISO 9002 Model
 - b. ISO 9001 Model
 - c. ISO 9003 Model
 - d. none of the above

- iii. Continuous improvement in TQM is also known as:
 - a. Six Sigma
 - b. Benchmarking
 - c. KAIZEN
 - d. JIT

- iv. The Growth phase of the Product Life Cycle is characterized by:
 - a. Decline in market share and profits
 - b. Rapid increase in sales and market expansion
 - c. Withdrawal of the product from the market
 - d. Lack of promotional activity

- v. Predecessor Activity means:
 - a. Activity that must be completed prior to the start of an Activity
 - b. Activity that must be completed subsequent to the start of an Activity
 - c. Activities which can occur simultaneously
 - d. Activity between two events



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- vi.** Those events where more than one activity ends and from where more than one Activity starts these are called:
- Merge Event
 - Burst Event
 - Merge & Burst Event
 - None of these
- vii.** A path of the Network with the critical series of activities known as:
- Slack Path
 - Float Path
 - Independent Path
 - Critical Path
- viii.** Which constraint refers to the specific deliverables and work required to complete a project?
- Time
 - Cost
 - Scope
 - Quality
- ix.** One reason for replacing a machine before its expected life is:
- To reduce factory space
 - To avoid preventive maintenance
 - To reduce running costs and increase productivity
 - To increase downtime
- x.** Which of the following is NOT a classification of spare parts?
- Regular spares
 - Insurance spares
 - Capital spares
 - Temporary Spares
- xi.** What does the "F" in the FAST goal-setting framework stand for?
- Frequently discussed
 - Financially viable
 - Fully achievable
 - Fully transparent



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- xii.** What is the primary purpose of a vision statement in an organization?
- To outline the company's current operations and processes.
 - To define the desired future state and aspirations of the organization.
 - To list the company's products and services.
 - To describe the company's financial goals.
- xiii.** Which among the following is/are not the part of SMART goal framework?
- Specific
 - Measurable
 - Accessible
 - All of the above
- xiv.** Environment is also called source of threats, which among the following option/s is/are correct given below for source of threat:
- Hostile shifts in Market Demand
 - New regulatory requirements
 - Both (a) & (b)
 - None of the above
- xv.** According to the image, BPR has resulted in major gains in which three areas?
- Marketing, sales, and advertising. Satisfaction
 - Efficiency, quality, and speed.
 - Hiring, training, and retention.
 - Finance, accounting, and auditing.

SECTION - B

(Answer any five questions out of seven questions given. Each question carries 14 Marks)

[5 x 14 = 70]

2. (a) A well-planned layout is essential for efficient production and smooth operations. Explain this statement by discussing the importance and benefits of a good layout. [7]
- (b) Describe the characteristics of good product Design. [7]
3. (a) An electric company which generates and distributes electricity conducted a study on the life of poles. The repatriate life data are given in the following table:

Life data of electric poles:



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Year after installation:	1	2	3	4	5	6	7	8	9	10
Percentage poles failing:	1	2	3	5	7	12	20	30	16	4

Calculate:

- If the company now installs 5,000 poles and follows a policy of replacing poles only when they fail, how many poles are expected to be replaced each year during the next ten years?

To simplify the computation, assume that failures occur and replacements are made only at the end of a year.

- If the cost of replacing individually is ₹ 160 per pole and if we have a common group replacement policy it costs ₹ 80 per pole, calculate the optimal period for group replacement.

[7]

- (b) From the following time series data of sale project compute the sales for the next three years.

Year	2017	2018	2019	2020	2021	2022	2023
Sales (₹000 units)	80	90	92	83	94	99	92

[7]

4. (a) Six men are available for different jobs. From past records the time in hours taken by different persons for different jobs are given below.

		Jobs					
		1	2	3	4	5	6
Men	1	2	9	2	7	9	1
	2	6	8	7	6	14	1
	3	4	6	5	3	8	1
	4	4	2	7	3	10	1
	5	5	3	9	5	12	1
	6	9	8	12	13	9	1

Apply appropriate methods to obtain an allocation of men to different jobs which will lead to minimum operation time.

[7]

- (b) As a tool service centre, the arrival rate is two per hour and the service potential is three per hour. Simple queue conditions exist.

The hourly wage paid to the attendant at the service centre is ₹1.50 per hour and the hourly cost of a machinist away from his work is ₹4.

Calculate:

- (i) The average number of machinists being served or waiting to be served at any given time.
- (ii) The average time a machinist spends waiting for service.
- (iii) The total cost of operating the system for an eight – hour day.
- (iv) The cost of the system if there were two attendants working together as a team, each paid ₹ 1.50 per hour and each able to service on average 2 per hour.

[7]



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5. (a) A pension fund manager is considering investing in two shares A and B. It is estimated that:
- Share A will earn a dividend of 12% per annum and share B 4% per annum.
 - Growth in the market value in one year of share A will be 10 paise per ₹1 invested and in B 40 paise per ₹ 1 invested.
- He requires investing the minimum total sum which will give:
Dividend income of at least ₹ 600 per annum and growth in one year of at least ₹1,000 on the initial investment.
You are required to:
Prepare mathematical formulation of the problem which will facilitate computation of the minimum sum to be invested to meet the manager's objective. [7]

- (b) XYZ Auto-manufacturing company has to prepare a design of its latest model of motorcycle. The various activities to be performed to prepare design are as follows:

Activity	Description of activity	Preceding activity
A	Prepare drawing	—
B	Carry out cost analysis	A
C	Carry out financial analysis	A
D	Manufacture tools	C
E	Prepare bill of material	B, C
F	Receive material	D, E
G	Order sub-accessories	E
H	Receive sub-accessories	G
I	Manufacture components	F
J	Final assembly	I, H
K	Testing and shipment	J

Prepare an appropriate network diagram. [7]

6. (a) Explain what is Balanced Score Card. Identify the steps involved in Balanced Score Card. [7]
- (b) Summarize the important component of Block Chain. [7]
7. (a) Discuss the concept of PESTEL Framework. [7]
- (b) Discuss Porter's five forces framework. [7]
8. (a) Demonstrate in brief the Project-based organizational structures and their advantages and disadvantages. [7]
- (b) Align the aspects of Goal Congruence. [7]