

To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

CMA-INTER
**OPERATION MANAGEMENT & STRATEGIC
MANAGEMENT**
MODEL QUESTION PAPER
DEC'2023 (SET - 1)

(i) The starting point of Production cycle is

- A. Product design
- B. Production planning
- C. Routing
- D. Market Research

Ans.(D) Market Research

(ii) Which one of the following is NOT the advantage of Preventive Maintenance?

- A. Better product quality
- B. Greater safety of workers
- C. Increased breakdowns and downtime
- D. Fewer large-scale repairs

Ans.(C) Increased breakdowns and downtime

(iii) Consider the following item that is being managed using a fixed time period model with Safety

Stock: Weekly Demand – 50 units;

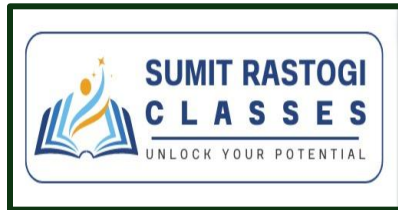
Review Cycle – 3 weeks;

Safety Stock – 30 units.

What is the average inventory level?

- A. 100 units
- B. 25 units
- C. 105 units
- D. None of these.

Ans.(C) 105 units



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

- (iv) The type of production control which is typically found where a particular bottleneck machines exists in the process of manufacturing is
- A. Block control
 - B. Load control
 - C. Flow control
 - D. Batch control

Ans. (B) Load control

- (v) Which one of the following ISO standards concerns minimization of harmful effects to the environment caused by the operations by the organization?
- A. ISO 9001
 - B. ISO 14000
 - C. ISO 9002
 - D. ISO 9004

Ans. (B) ISO 14000

- (vi) A Ltd., a large-scale industry manufactures Product K of 24 units per shift of 8 hours. The standard time per unit is 15 minutes. What is the productivity of the per shift of 8 hours?
- A. 50%
 - B. 60%
 - C. 75%
 - D. 80%

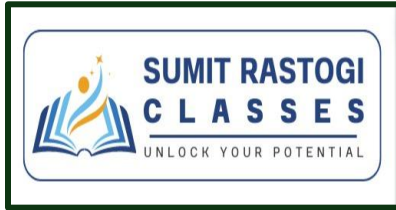
Ans. (C) 75%

- (vii) Arrangement of machine depending on sequence of operations happen in:
- A. Process Layout
 - B. Product Layout
 - C. Hybrid Layout
 - D. Group Technology Layout

Ans. (B) Product Layout

- (viii) Buffer stock is built to cater for
- A. Fluctuating load
 - B. Machine breakdown
 - C. Import substitution
 - D. Diversification

Ans. (A) Fluctuating load



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

- (ix) The objective function of a LPP is $Z = 3x_1 + 2x_2$. If $x_1 = 10$ and $x_2 = 5$, then the value of Z is:
- A. 35
 - B. 40
 - C. 45
 - D. 50

Ans. (B) 40

- (x) What describes the categories of activities within and around an organization, which together create a product or service?
- A. SWOT analysis
 - B. BCG framework
 - C. Value chain
 - D. Brain storming

Ans. (C) Value chain

- (xi) A _____ is a business unit in a growing market, but not yet with high market share.
- A. cash cow
 - B. dog
 - C. question mark
 - D. star

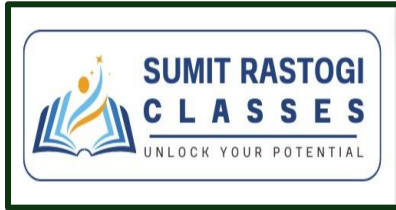
Ans. (C) question mark

- (xii) _____ specifies what is to be accomplished by focusing on the end result.
- A. Output control
 - B. Behavior control
 - C. Premise control
 - D. Implementation control

Ans. (A) Output control

- (xiii) The test is a catch-all category, indicating that the structure must fit legal, stakeholder, trade union or similar constraints.
- A. The Feasibility Test
 - B. The People Test
 - C. The Parenting Advantage Test
 - D. The Specialised Cultures Test

Ans. (A) The Feasibility Test



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(xiv) Which among the following is not a characteristic of Big Data?

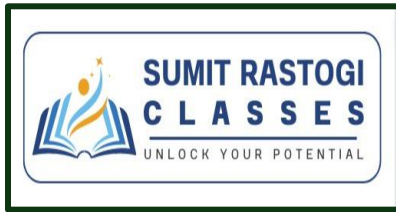
- A. Variety
- B. Volume
- C. Velocity
- D. Invariability

Ans. (D) Invariability

(xv) _____ is similar to referral programs.

- A. Influencer marketing
- B. Affiliate Marketing
- C. Pay-per-click
- D. Content marketing

Ans. (B) Affiliate Marketing



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

DEC'2023 (SET - 2)

(i) The lead-time is the time:

- A. To place holders for materials.
- B. Time of receiving materials.
- C. Time between receipt of material and using materials.
- D. Time between placing the order and receiving the materials.

Ans. (D) Time between placing the order and receiving the materials.

(ii) Most suitable layout for Continuous production is:

- A. Line layout.
- B. Process Layout.
- C. Group technology.
- D. Matrix layout.

Ans. (A) Line layout

(iii) A department store has one storekeeper. The average number of customers handled by the storekeeper is 30 per hour. If the customer arrives at the store at mean rate of 25 per hour, what will be the average number of customers in the system:

- A. 2 customers.
- B. 3 customers.
- C. 5 customers.
- D. None of the above.

Ans. (C) 5 customers

(iv) Cost reduction can be achieved through:

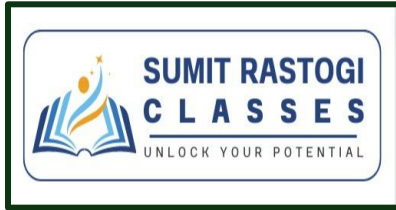
- A. Work sampling.
- B. Value analysis.
- C. Quality assurance.
- D. Supply chain management.

Ans. (D) Supply chain management

(v) Which one of the following standards is associated with the "Quality Assurance" in Final Inspection Test?"

- A. ISO 9001.
- B. ISO 9002.
- C. ISO 9003.
- D. ISO 9004.

Ans. (B) ISO 9002



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(vi) K Ltd. is the manufacturer of bearings. The inventory holding cost per bearing per month is 20 paise. If its economic batch quantity (EBQ) is 4000 units (bearings) then the minimum inventory holding cost at optimum run size will be:

- A. ₹4320
- B. ₹4510
- C. ₹4800
- D. None of the above

Ans. (C) ₹4800

(vii) Mckinsey's 7-s framework consists of:

- A. Structure, Strategy, Software, Skills, Styles, Staff and Supervision.
- B. Structure, Strategy, Systems, Skills, Styles, Syndication and Shared values.
- C. Structure, Strategy, Systems, Skills, Steering power, Styles and Shared values.
- D. Structure, Strategy, Staff, Skills, Systems, Shared values, Style.

Ans. (D) Structure, Strategy, Staff, Skills, Systems, Shared values, Style.

(viii) Production control concerned with:

- A. Passive assessment of plant performance
- B. Strict control on labours
- C. Good materials management
- D. Good product design.

Ans. (A) Passive assessment of plant performance

(ix) Business Process Re-engineering is:

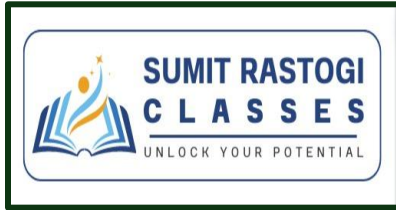
- A. eliminating loss-making process.
- B. redesigning operational processes.
- C. redesigning the product and services.
- D. recruiting the process engineers.

Ans. (C) redesigning the product and services

(x) Digital transformation drives change in:

- A. customer experience.
- B. operational processes.
- C. business models.
- D. all of the above.

Ans. (D) all of the above



To buy classes visit our website
sumitrastogiclass.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(xi) **Forecasting the weather is an example of:**

- A. Narrow AI.
- B. General AI/human-level.
- C. Super AI.
- D. Deep- learning.

Ans. (A) Narrow AI.

(xii) **(Total station time/cycle time × Number of work stations) × 100 is known as:**

- A. Line efficiency.
- B. Line smoothness.
- C. Balance delay of line.
- D. Station efficiency.

Ans. (A) Line efficiency

(xiii) **Z' chart is a chart used in:**

- A. Programme control.
- B. Job control.
- C. Cost control.
- D. Quality control.

Ans. (A) Programme control.

(xiv) **Organisation culture is:**

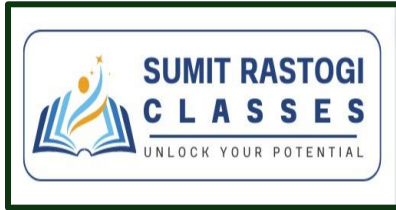
- A. appreciation for the arts in the organisation.
- B. ability of the organization to act in a responsible manner to its employees.
- C. combination of (A) and (B) above.
- D. deeper level of basic assumptions and beliefs that are shared by the members of the firm.

Ans. (D) deeper level of basic assumptions and beliefs that are shared by the members of the firm.

(xv) **Blue Ocean Strategy is concerned with:**

- A. moving into new market with new products.
- B. creating a new market places where there is no competition.
- C. developments of products and markets in order to ensure survival.
- D. making the product unique in terms of attributes.

Ans. (B) creating a new market places where there is no competition.



To buy classes visit our website
sumitrastogiclassses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

JUNE'2024 (SET - 1)

- (i) A department store has one storekeeper. The average number of customers handled by the storekeeper is 30 per hour. If the customer arrives at the store at mean rate of 25 per hour, what will be the average number of customers in the system:
- A. 2 customers.
 - B. 3 customers.
 - C. 5 customers.
 - D. None of the above.

Ans. (C) 5 customers

- (ii) Which one of the following standards is associated with the "Quality Assurance" in Final Inspection Test?"
- A. ISO 9001.
 - B. ISO 9002.
 - C. ISO 9003.
 - D. ISO 9004.

Ans. (B) ISO 9002.

- (iii) Business Process Re-engineering is:
- A. eliminating loss-making process.
 - B. redesigning operational processes.
 - C. redesigning the product and services.
 - D. recruiting the process engineers.

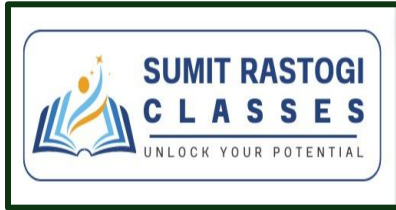
Ans. (B) redesigning operational processes.

- (iv) Forecasting the weather is an example of:
- A. Narrow AI.
 - B. General AI/human-level.
 - C. Super AI.
 - D. Deep- learning.

Ans. (A) Narrow AI.

- (v) Z' chart is a chart used in:
- A. Programme control.
 - B. Job control.
 - C. Cost control.
 - D. Quality control.

Ans. (A) Programme control.



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(vi) The starting point of Production cycle is

- A. Product design
- B. Production planning
- C. Routing
- D. Market Research

Ans. (D) Market Research

(vii) The lead-time is the time:

- A. To place holders for materials.
- B. Time of receiving materials.
- C. Time between receipt of material and using materials.
- D. Time between placing the order and receiving the materials.

Ans. (D) Time between placing the order and receiving the materials.

(viii) The type of production control which is typically found where a particular bottleneck machines exists in the process of manufacturing is

- A. Block control
- B. Load control
- C. Flow control
- D. Batch control

Ans. (B) Load control

(ix) Which one of the following is NOT the advantage of Preventive Maintenance?

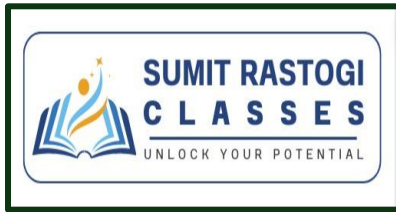
- A. Better product quality
- B. Greater safety of workers
- C. Increased breakdowns and downtime
- D. Fewer large-scale repairs

Ans. (C) Increased breakdowns and downtime

(x) A Ltd., a large scale industry manufactures Product K of 24 units per shift of 8 hours. The standard time per unit is 15 minutes. What is the productivity of the per shift of 8 hours?

- A. 50%
- B. 60%
- C. 75%
- D. 80%

Ans. (C) 75%



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

- (xi) The objective function of a LPP is $Z = 3x_1 + 2x_2$. If $x_1 = 10$ and $x_2 = 5$, then the value of Z is:
- A. 35
 - B. 40
 - C. 45
 - D. 50

Ans. (B) 40

- (xii) A _____ is a business unit in a growing market, but not yet with high market share.
- A. cash cow
 - B. dog
 - C. question mark
 - D. star

Ans. (C) question mark

- (xiii) The test is a catch-all category, indicating that the structure must fit legal, stakeholder, trade union or similar constraints.
- A. The Feasibility Test
 - B. The People Test
 - C. The Parenting Advantage Test
 - D. The Specialised Cultures Test

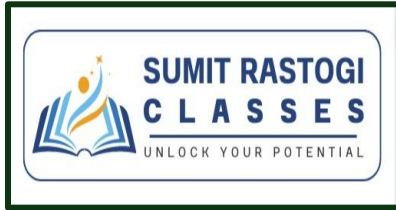
Ans. (A) The Feasibility Test

- (xiv) _____ is similar to referral programs.
- A. Influencer marketing
 - B. Affiliate Marketing
 - C. Pay-per-click
 - D. Content marketing

Ans. (B) Affiliate Marketing

- (xv) What describes the categories of activities within and around an organization, which together create a product or service?
- A. SWOT analysis
 - B. BCG framework
 - C. Value chain
 - D. Brain storming

Ans. (C) Value chain



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

DEC'2024 (SET - 1)

(i) Which of the following best describes operations management?

- A. Planning, organizing and supervising the production of goods and services
- B. Marketing the products to customers
- C. Financial management of the organization
- D. Human resource management

Ans. (A) Planning, organizing and supervising the production of goods and services

(ii) Just - in- time (JIT) is a philosophy that emphasizes _____.

- A. Holding large amounts of inventory
- B. Reducing waste and improving quality
- C. Increasing the lead time
- D. Enhancing marketing efforts

Ans. (B) Reducing waste and improving quality

(iii) Which of the following is a technique used in operations management to assess performance?

- A. SWOT analysis
- B. PERT/CPM
- C. Market segmentation
- D. Financial ratio analysis

Ans. (B) PERT/CPM

(iv) Which layout is most suitable for a factory producing a single product in large volumes?

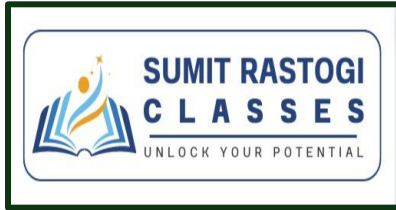
- A. Process layout
- B. Product layout
- C. Fixed-position layout
- D. Cellular layout

Ans. (B) Product layout

(v) Total Quality Management (TQM) focuses on:

- A. Continuous improvement
- B. Reducing production costs
- C. Increasing the number of products
- D. Expanding market share

Ans. (A) Continuous improvement



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(vi) Which of the following is a principle of lean manufacturing?

- A. Maximizing inventory levels
- B. Reducing waste
- C. Increasing lead times
- D. Focusing on mass production

Ans. (B) Reducing waste

(vii) In operations management, the term 'lead time' refers to:

- A. Total time taken to complete a production process
- B. The time between the initiation and completion of a production process
- C. Time taken to market a product
- D. Time taken to recruit new employees

Ans. (B) The time between the initiation and completion of a production process

(viii) A steel plant has a design capacity of 70000 tons of steel per day. Effective capacity of 56000 tons of steel per day and an actual output of 47000 tons of steel per day. What is the efficiency of the plant?

- A. 84%
- B. 73%
- C. 67%
- D. 80%

Ans. (A) 84%

(ix) Weekly demand = 100 units, Review cycle = 5 weeks, Safety stock = 25 units. Calculate the inventory turnover for the item.

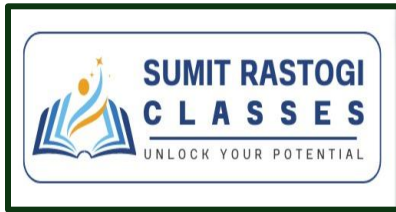
- A. 23.8
- B. 24.8
- C. 18.90
- D. 30.24

Ans. (C) 18.90

(x) Porter's five forces model is used to analyze:

- A. Internal organizational strengths and weakness
- B. Competitive forces within an industry
- C. Market segmentation
- D. Product life cycles

Ans. (B) Competitive forces within an industry



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(xi) In strategic management, what is the purpose of a mission statement?

- A. To outline the specific actions, the organization will take
- B. To describe the company's reason for existence and core purpose
- C. To provide detailed financial goals
- D. To list the products and services offered by the company

Ans. (B) To describe the company's reason for existence and core purpose

(xii) Which type of strategy focuses on gaining a competitive advantage by being the lowest cost producer?

- A. Differentiation strategy
- B. Cost leadership strategy
- C. Focus strategy
- D. Diversification strategy

Ans. (B) Cost leadership strategy

(xiii) Which of the following is a strategic tool used to prioritize a company's products or services to allocate resources effectively?

- A. SWOT analysis
- B. BCG matrix
- C. PEST analysis
- D. Porter's five forces

Ans. (B) BCG matrix

(xiv) Which type of strategy focuses on serving a specific market niche or segment?

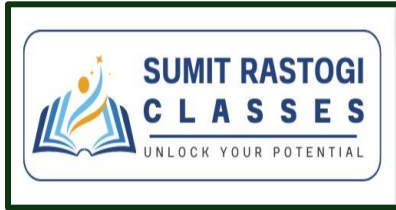
- A. Cost leadership strategy
- B. Differentiation strategy
- C. Focus strategy
- D. Diversification strategy

Ans. (C) Focus strategy

(xv) Which of the following is not a component of strategic management?

- A. strategy formulation
- B. strategy implementation
- C. strategy evaluation
- D. strategy decentralization

Ans. (D) strategy decentralization



To buy classes visit our website
sumitrastogiclassses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

DEC'2024 (SET - 2)

(i) Linear Programming is a technique used for determining:

- A. Production Programme**
- B. Plant Layout**
- C. Product Mix**
- D. Manufacturing sequence**

Ans. (C) Product Mix

(ii) Which method is used to find the optimal production schedule that minimizes costs using limited resources?

- A. Linear programming**
- B. PERT/CPM**
- C. Lean accounting**
- D. Break even analysis**

Ans. (A) Linear programming

(iii) Which of the following is NOT a core principle of Lean manufacturing?

- A. Elimination of waste**
- B. Continuous improvement (Kaizen)**
- C. Respect for people**
- D. Maximizing inventory levels**

Ans. (D) Maximizing inventory levels

(iv) Z' chart is a chart used in:

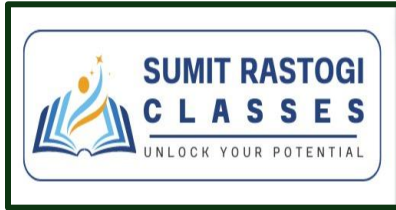
- A. Programme control.**
- B. Job control.**
- C. Cost control.**
- D. Quality control.**

Ans. (A) Programme control.

(v) The purpose of Gantt chart is to:

- A. Schedule and monitor project activities**
- B. Control inventory levels**
- C. Improve product quality**
- D. Conduct market analysis**

Ans. (A) Schedule and monitor project activities



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(vi) Which of the following refers to the practice of designing products so that they can be easily and efficiently manufactured?

- A. Total Quality Management
- B. Lean manufacturing
- C. Concurrent engineering
- D. Design for Manufacture and Assembly (DFMA)

Ans. (D) Design for Manufacture and Assembly (DFMA)

(vii) The monthly requirement of raw material for a company is 3000 units. The carrying cost is estimated to be 20% of the purchase price per unit, in addition to ₹2 per unit. The purchase price of raw material is ₹20 per unit. The ordering cost is ₹25 per order. Calculate EOQ?

- A. 548 units
- B. 590 units
- C. 600 units
- D. 500 units

Ans. (A) 548 units

(viii) Wanda's Car Wash & dry is an automatic, five-minute operation with a single bay. On a typical Saturday morning, cars arrive at a mean rate of eight per hour, with arrivals tending to follow a Poisson distribution. Find the average number of cars in line.

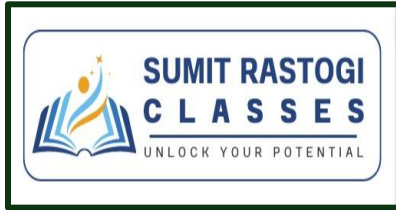
- A. 0.857
- B. 1.225
- C. 0.667
- D. 0.125

Ans. (C) 0.667

(ix) In a particular plant there are 15 workers manufacturing a single product and the output per month consisting of 29 days of that particular product is 270. How much is the monthly productivity?

- A. 15 units
- B. 20 units
- C. 18 units
- D. 12 units

Ans. (C) 18 units



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(x) The BCG Matrix categorizes products into:

- A. Stars, Cows, Pigs, Dogs
- B. Growth, Decline, Stability, Innovation
- C. Cash cows, Dogs, Question marks, Stars
- D. None of the above

Ans. (C) Cash cows, Dogs, Question marks, Stars

(xi) What does VRIO framework assess?

- A. Industry attractiveness
- B. Core competencies
- C. External environment
- D. Competitive intensity

Ans. (B) Core competencies

(xii) Which approach focuses on creating new demand in an uncontested market space?

- A. Competitive strategy
- B. Red ocean strategy
- C. Blue ocean strategy
- D. Market segmentation strategy

Ans. (C) Blue ocean strategy

(xiii) Which type of diversification strategy involves entering a new market with new products?

- A. Horizontal diversification
- B. Vertical diversification
- C. Conglomerate diversification
- D. Concentric diversification

Ans. (C) Conglomerate diversification

(xiv) Which of the following is NOT a component of the McKinsey 7S Framework?

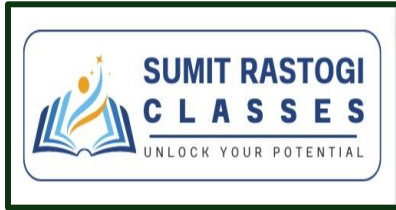
- A. Strategy
- B. Structure
- C. Sales
- D. Skills

Ans. (C) Sales

(xv) Which of the following is NOT a component of the Balanced Scorecard framework?

- A. Financial perspective
- B. Customer perspective
- C. Internal business processes
- D. Supplier relationships

Ans. (D) Supplier relationships



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

JUNE'2025 (SET - 1)

(i) Operations management is applicable:

- A. Mostly to service sector
- B. Mostly to manufacturing sector
- C. To manufacture and service sector
- D. To services exclusively

Ans. (C) To manufacture and service sector

(ii) _____ decision is a systematic process of determining a geographic site for a firm's operations:

- A. Plant location
- B. Plant layout
- C. Product layout
- D. None of these

Ans. (A) Plant location

(iii) Which one of the following does not fall under qualitative forecasting method?

- A. Market research
- B. Life cycle analogy
- C. Moving average method
- D. Delphi method

Ans. (C) Moving average method

(iv) The starting point of Production cycle is:

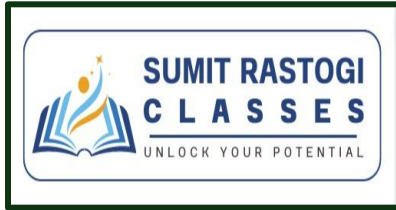
- A. Product design
- B. Production Planning
- C. Routing
- D. Market research

Ans. (D) Market research

(v) Linear Programming is a technique used for determining:

- A. Production Programme
- B. Plant Layout
- C. Product Mix
- D. Manufacturing sequence

Ans. (C) Product Mix



To buy classes visit our website
sumitrastogiclass.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(vi) Work study comprises following main techniques:

- A. Method study & work measurement
- B. Method study & time study
- C. Time study & work measurement
- D. Method study & job evaluation.

Ans. (A) Method study & work measurement

(vii) A tool to measure effective use of resources and usually expressed as the ratio of output to input ratio is known as:

- A. Production ratio
- B. Productivity
- C. Reliability
- D. Operations ratio

Ans. (B) Productivity

(viii) The method used in scheduling a project is: -

- A. A schedule of breakdown of orders
- B. Outline Master Programme
- C. PERT & CPM
- D. Schedule for large and integrated work

Ans. (C) PERT & CPM

(ix) Preventive maintenance is useful in reducing:

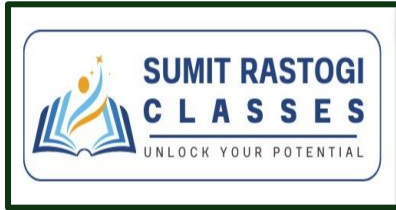
- A. Inspection Cost
- B. Shutdown Cost
- C. Cost of pre- mature replacement
- D. Set-up cost of machine

Ans. (B) Shutdown Cost

(x) Blue Ocean Strategy suggests companies should focus on creating what instead of competing in existing market spaces?

- A. Brand loyalty
- B. Customer satisfaction
- C. Market differentiation
- D. New market spaces

Ans. (D) New market spaces



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(xi) How does Porter's Value Chain framework help in strategic management?

- A. By analyzing macroeconomic factors impacting the industry
- B. By identifying areas where the company can gain a competitive advantage through cost leadership or differentiation
- C. By focusing solely on financial performance metrics
- D. By monitoring customer satisfaction levels

Ans. (B) By identifying areas where the company can gain a competitive advantage through cost leadership or differentiation

(xii) Absolute cost advantages arise from:

- A. superior production operations and processes
- B. control of particular inputs required for production
- C. access to cheaper funds
- D. all of the above

Ans. (D) all of the above

(xiii) Agency theory primarily deals with the relationship between:

- A. Businesses and customers
- B. Shareholders and stakeholders
- C. Principals and agents
- D. Employees and employers

Ans. (C) Principals and agents

(xiv) This test is a catch-all category, indicating that the structure must fit legal, stakeholder, trade union or similar constraint:

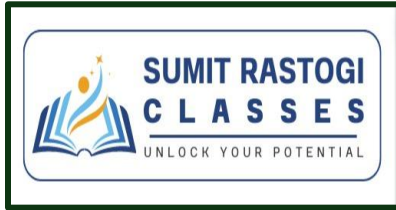
- A. The Feasibility Test
- B. The People Test
- C. The Parenting Advantage Test
- D. The Specialised Cultures Test

Ans. (A) The Feasibility Test

(xv) Forecasting the weather is an example of-

- A. Narrow AI
- B. General AI/human-level
- C. Super AI
- D. Deep- learning

Ans. (A) Narrow AI



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

JUNE'2025 (SET - 2)

(i) Efficiency of an operation facility is measured by:

- A. $(\text{Effective Capacity}) / (\text{Design Capacity}) \times 100$
- B. $(\text{Actual Output}) / (\text{Design Capacity}) \times 100$
- C. $(\text{Actual output}) / (\text{Effective Capacity}) \times 100$
- D. $(\text{Design Capacity}) / (\text{Effective Capacity}) \times 100$

Ans. (C) $(\text{Actual output}) / (\text{Effective Capacity}) \times 100$

(ii) The desired objective of Production and Operations Management is:

- A. Optimal utilisation of available resources
- B. Use cheap machinery to produce
- C. To train unskilled workers to manufacture goods perfectly
- D. To earn good profits.

Ans. (A) Optimal utilisation of available resources

(iii) One of the important basic objectives of Inventory management is:

- A. To calculate EOQ for all materials in the organisation
- B. To go in person to the market and purchase the materials
- C. To employ the available capital efficiently so as to yield maximum results
- D. Once materials are issued to the departments, personally check how they are used

Ans. (C) To employ the available capital efficiently so as to yield maximum results

(iv) Cost reduction can be achieved through:

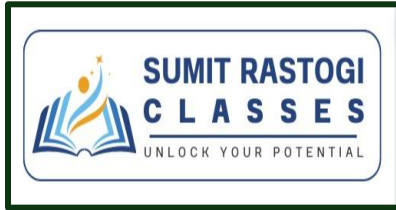
- A. Work sampling
- B. Value analysis
- C. Quality assurance
- D. Supply chain management.

Ans. (B) Value analysis

(v) Gantt Chart is a principal tool used in :

- A. Scheduling
- B. Loading
- C. Planning
- D. Routing

Ans. (A) Scheduling



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(vi) In a linear programming model feasible solution is:

- A. The basic solution to the general L.P problem
- B. Any solution that also satisfies the non-negative restrictions of the general L.P problem
- C. A solution which optimize (maximize or minimize) the objective function of a general L.P problem
- D. A basic solution to the system of equations if one or more of the basic variables become equal to zero

Ans. (B) Any solution that also satisfies the non-negative restrictions of the general L.P problem

(vii) Preventive maintenance is useful in reducing:

- A. Inspection Cost
- B. Shutdown Cost
- C. Cost of pre- mature replacement
- D. Set-up cost of machine

Ans. (B) Shutdown Cost

(viii) When work centers are used in optimal sequence to do the jobs, we can:

- A. Minimise the set up time
- B. Minimise the break down of machines
- C. Minimise the utility of facility.
- D. None of the above

Ans. (A) Minimise the set up time

(ix) The tool used in TQM to identify root causes of problems is:

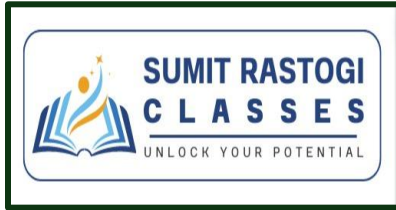
- A. Bar chart
- B. Gantt chart
- C. Fishbone diagram
- D. Flowchart

Ans. (C) Fishbone diagram

(x) The _____ of a company state how managers and employees should conduct themselves.

- A. values
- B. goals
- C. objectives
- D. vision

Ans. (A) values



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(xi) This _____ provides the broad 'data' from which to identify key drivers of change.

- A. SWOT analysis
- B. BCG matrix
- C. PESTEL analysis
- D. Critical Success Factors

Ans. (C) PESTEL analysis

(xii) A _____ is a business unit in a growing market, but not yet with high market share.

- A. cash cow
- B. dog
- C. question mark
- D. star

Ans. (C) question mark

(xiii) _____ is similar to referral programs

- A. Influencer Marketing
- B. Affiliate marketing
- C. Social Media Marketing Platforms
- D. Content marketing

Ans. (B) Affiliate marketing

(xiv) Which among the following is not a component of a block chain?

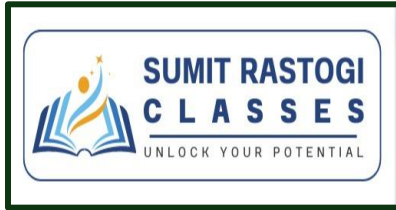
- A. Distributed ledger technology
- B. Immutable record
- C. Smart contracts
- D. Increased threat

Ans. (D) Increased threat

(xv) Business Process Reengineering (BPR) primarily aims to:

- A. Increase the number of employees
- B. Improve existing processes incrementally
- C. Reduce the number of business processes
- D. Radically redesign business processes to achieve significant improvements

Ans. (D) Radically redesign business processes to achieve significant improvements



To buy classes visit our website
sumitrastogiclass.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

DEC'2025 (SET - 1)

- (i) Which one of the following is associated with the configuration of departments, work centres and equipment and machinery, with focus on the flow of materials or work through the production system?
- A. Facility Location
 - B. Facility Layout
 - C. Capacity Planning
 - D. Process Layout

Ans. (B) Facility Layout

- (ii) Which ISO defines Quality Assurance in Final Inspection Test:
- A. ISO 9002
 - B. ISO 9003
 - C. ISO 9001
 - D. ISO 9004

Ans. (B) ISO 9003

- (iii) In a particular plant there are 12 workers manufacturing a single product and the output per month consisting of 25 days of that particular product is 500. How much is the monthly productivity?
- A. 20
 - B. 38
 - C. 42
 - D. 50

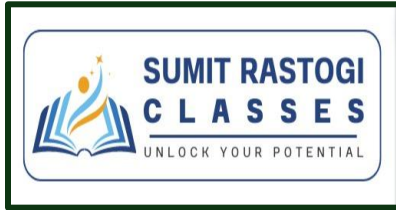
Ans. (C) 42

- (iv) Which phase of product life cycle is characterized by Saturation in the marketplace?
- A. Maturity Phase
 - B. Growth Phase
 - C. Introduction Phase
 - D. Decline Phase

Ans. (A) Maturity Phase

- (v) Which among the following stands correct for PERT:
- A. Time estimate is deterministic with known time duration. Single time estimate.
 - B. Activity orientation
 - C. Focused on time
 - D. More suitable for repetitive projects

Ans. (C) Focused on time



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(vi) Which among the following is not the limitation of Gantt Chart:

- A. It does not convey the variability of the task duration, equipment performance, and human potential, any one of which could influence the accuracy of loading the work centres.
- B. It clearly indicates the details regarding progress of activities.
- C. It does not give a clear indication of the interrelationship between separate activities.
- D. The chart is static and must be uploaded periodically to account for new job arrival and revised time estimates for existing jobs.

Ans. (B) It clearly indicates the details regarding progress of activities.

(vii) Free float is defined as:

- A. Total float by deducting slack time of the head event.
- B. Total float by deducting slack time of the tail event
- C. Free float by deducting tail slack
- D. Free float by adding tail slack

Ans. (A) Total float by deducting slack time of the head event

(viii) 'Z' chart is a chart used in:

- A. Programme control
- B. Job control
- C. Cost control
- D. Quality control.

Ans. (C) Cost control

(ix) Spares can be classified as per service level:

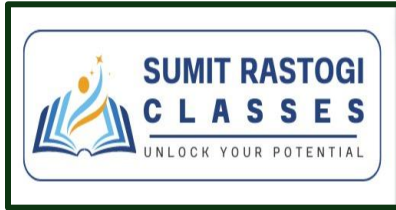
- A. Rotable spares
- B. Insurance spares
- C. Capital spares
- D. All of the above

Ans. (D) All of the above

(x) Frequency of breakdown:

- A. Number of break down / Available machine hour
- B. Available machine hour / Number of break down
- C. Down time due to maintenance / Number of break down
- D. Number of break down / Down time due to maintenance

Ans. (A) Number of break down / Available machine hour



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(xi) Which Ocean strategy focus on making the competition irrelevant:

- A. Red Ocean Strategy
- B. Blue Ocean Strategy
- C. Green Ocean Strategy
- D. Black Ocean Strategy

Ans. (B) Blue Ocean Strategy

(xii) Which among the following are the benefits of having a vision:

- A. Good visions are inspiring and exhilarating
- B. It represents a discontinuity, a step function and a jump ahead so that the company knows what it is to be.
- C. Good visions are competitive, original and unique
- D. All of the above

Ans. (D) All of the above

(xiii) SMART goal framework does not include:

- A. Strategy
- B. Measurable
- C. Relevant
- D. Time Based

Ans. (A) Strategy

(xiv) The characteristics of Business Environment includes:

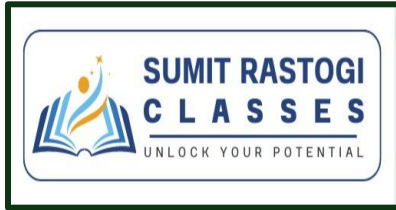
- A. Complex Environment
- B. Multi-faceted
- C. Dynamic
- D. All of the above

Ans. (D) All of the above

(xv) In the context of BPR, what does “reengineering” refers to?

- A. Continuously improving existing processes
- B. Completely redesigning and reconstructing processes
- C. Outsourcing business processes
- D. Automating manual tasks

Ans. (B) Completely redesigning and reconstructing processes



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

DEC'2025 (SET - 2)

(i) One of the requirements of Aggregate Planning is:

- A. Output and sales should be expressed in a logical overall unit of measuring
- B. Appropriate time period
- C. List of all resources available
- D. List of operations required.

Ans. (A) Output and sales should be expressed in a logical overall unit of measuring

(ii) For Quality Assurance in Production and Installation the _____ model is be used:

- A. ISO 9001
- B. ISO 9002
- C. ISO 9003
- D. None of the above

Ans. (B) ISO 9002

(iii) A cement factory in Madhya Pradesh works 7 days a week in 3 shifts per days having maintenance in the first shift of around 2 hours. It has roughly 100 workers which produces only pozzolanic properties cement better known as PPC. The output per month is around 2500 tonnes of PPC. Find the productivity per worker?

- A. 20 tonnes
- B. 30 tonnes
- C. 25 tonnes
- D. 15 tonnes

Ans. (C) 25 tonnes

(iv) Which of the following is not project quality management?

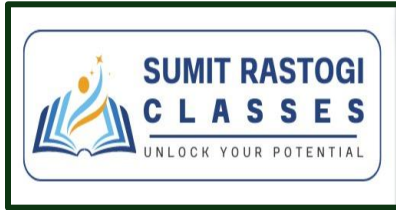
- A. Quality Definition
- B. Quality Assurance
- C. Quality Control
- D. Quality Inspection

Ans. (D) Quality Inspection

(v) The event from where more than one activity starts:

- A. Merge event
- B. Burst Event
- C. start event
- D. event nodes

Ans. (B) Burst Event



To buy classes visit our website
sumitrastogiclass.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(vi) The critical path analysis is an important tool in production planning and _____.

- A. Loading
- B. scheduling
- C. Routing.
- D. All the above

Ans. (B) scheduling

(vii) One of the important charts used in programme control is:

- A. Material chart
- B. Gantt chart
- C. Route chart
- D. Inspection chart

Ans. (B) Gantt chart

(viii) Which one of the following is NOT the advantage of Preventive Maintenance?

- A. Better product quality
- B. Greater safety to workers
- C. Increased breakdowns and downtime
- D. Fewer large-scale repairs

Ans. (C) Increased breakdowns and downtime

(ix) One of the objectives of maintenance is:

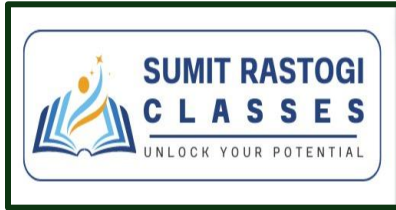
- A. to prevent obsolescence
- B. to ensure spare parts management
- C. to satisfy customers
- D. to extend the useful life of Plant & Machinery without sacrificing the level of performance

Ans. (D) to extend the useful life of Plant & Machinery without sacrificing the level of performance

(x) In some case the _____ and inconvenience due to breakdown of equipment is so high that standby equipment is kept:

- A. Cost
- B. Loss
- C. Time
- D. Interval

Ans. (B) Loss



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(xi) Which of the following is correct about Red Ocean Strategy:

- A. Exploit existing demand
- B. Create and capture new demand
- C. Create uncontested markers to serve
- D. Align the whole system of a firm's activities in pursuit of differentiation and low cost.

Ans. (A) Exploit existing demand

(xii) Which among the following is incorrect lyre of organisational structure?

- A. Value
- B. Beliefs
- C. Behaviours
- D. Objective

Ans. (D) Objective

(xiii) In SMART goal framework 'A' consist of:

- A. Advanced
- B. Ambitious
- C. Attainable
- D. Assessable

Ans. (C) Attainable

(xiv) A company develops a new recycling process to reduce waste. Which PESTEL factor is it responding to?

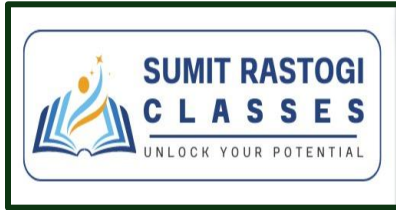
- A. Environmental
- B. Technological
- C. Economic
- D. Political

Ans. (A) Environmental

(xv) Which among the following is true?

- A. BPR has resulted in major gains in efficiency
- B. BPR has resulted in major gains in speed
- C. BPR has resulted in major gains in quality
- D. BPR has resulted in gains in efficiency, quality and speed

Ans. (D) BPR has resulted in gains in efficiency, quality and speed



To buy classes visit our website
sumitrastogiclass.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

JUNE'2026 (SET - 1)

- (i) In ROLN LTD., a product manufacturing Company, the question "Are we producing the right things"? can be closely related to:
- A. Process Selection
 - B. Inventory Management
 - C. Maintenance Management
 - D. Quality Management

Ans. (D) Quality Management

- (ii) For Quality Assurance in Design, Production, Installation and Servicing the _____ model is to be used.
- A. ISO 9002 Model
 - B. ISO 9001 Model
 - C. ISO 9003 Model
 - D. None of the above

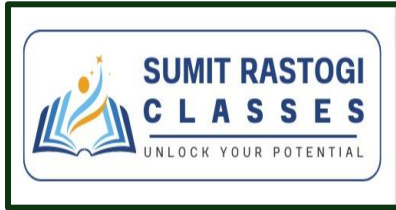
Ans. (B) ISO 9001 Model

- (iii) A Factory of XONT Ltd., has 13 workers producing a single product. The total output in a month of 24 working days is 370 units. What is the monthly productivity per worker?
- A. 30
 - B. 28.46
 - C. 15.42
 - D. 20

Ans. (B) 28.46

- (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

Ans. (B) Rapid increase in sales and market expansion



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(v) Which of the following phases of Project Management Life Cycle, Signals the official end of the Project and provides a period for reflection, Wrap-up, and organization of materials?

- A. Execution Phase
- B. Project Quality Management
- C. Project closure
- D. Planning Phase

Ans. (C) Project closure

(vi) A Gantt Chart is also known as a _____

- A. Bar Chart
- B. Flow Chart
- C. Line Graph
- D. "Z" Chart

Ans. (A) Bar Chart

(vii) Which of the following is / are the primary Constraint(s) of a Project?

- A. Quality
- B. Time
- C. Cost
- D. All of the above (A), (B) and (C)

Ans. (D) All of the above (A), (B) and (C)

(viii) The SLACK Time of Head event of Activity-ZB of a Project-ROT is 2 days. If the total Float and Independent float of the Activity-ZB are 10 days and 5 days respectively, the Slack time of Tail event of the same will be _____

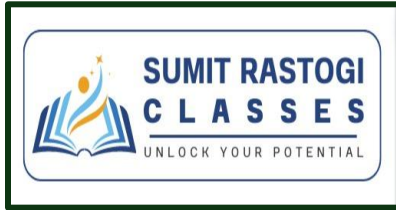
- A. 4 Days
- B. 3 Days
- C. 2 Days
- D. None of these

Ans. (B) 3 Days

(ix) BXON Ltd., produces a Product-XN in its Machine-MB. Its Product-XN has a Mean Time Between Failure (MTBF) of 13.50 hours and has a Mean Time to Repair (MTTR) a Machine of 1.50 hours. What will be the availability of a Machine of Product-XN?

- A. 80%
- B. 90%
- C. 75%
- D. None of the above

Ans. (B) 90%



To buy classes visit our website
sumitrastogiclass.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

- (x) POTN Company has kept records of breakdowns of its Machines for 300 days work a year as shown below:

No. of Breakdown	Frequency in days
1	90
2	150
3	60

If the Company estimates that each breakdown Costs ₹750, What will be the Cost of breakdown per day?

- A. ₹1500
- B. ₹1425
- C. ₹1348
- D. None of the above

Ans. (B) ₹1425

- (xi) Which of the following Types of Strategy, is about how to Compete Successfully in particular markets?

- A. Corporate Strategy
- B. Business Strategy
- C. Functional Strategy
- D. Operational Strategy

Ans. (B) Business Strategy

- (xii) Which of the following organization is associated with the Vision in a brief phase "To make the world more open and connected"?

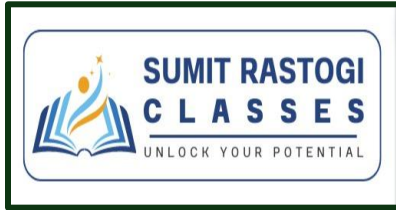
- A. Amazon
- B. Infosys
- C. Facebook
- D. Tesla

Ans. (C) Facebook

- (xiii) What does "F" in the FAST goal setting framework stand for?

- A. Financially Viable
- B. Fully achievable
- C. Frequently discussed
- D. Fully Transparent

Ans. (C) Frequently discussed



To buy classes visit our website
sumitrastogiclass.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(xiv) **Business Environment is _____**

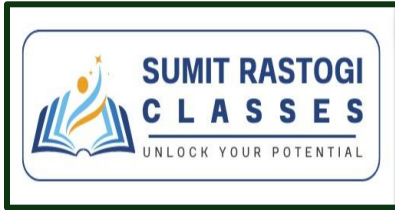
- A. Complex
- B. Dynamic
- C. Multi-faceted
- D. All of the above

Ans. (D) All of the above

(xv) **Which among the following is true?**

- A. BPR has resulted in major gains in efficiency
- B. BPR has resulted in major gains in speed
- C. BPR has resulted in major gains in quality
- D. BPR has resulted in major gains in efficiency, quality and speed

Ans. (D) BPR has resulted in major gains in efficiency, quality and speed



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

JUNE'2026 (SET - 2)

- (i) While referring to the Customer Service aspect of Operations Management, if primary consideration is "Movement of a given, requested or acceptable specification". Which principal function can be closely associated with it?
- A. Supply
 - B. Transport
 - C. Manufacture
 - D. Service

Ans. (B) Transport

- (ii) For Quality Assurance in Production and installation the _____ Model is to be used.
- A. ISO 9002 Model
 - B. ISO 9001 Model
 - C. ISO 9003 Model
 - D. None of the above

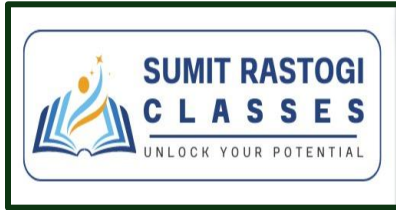
Ans. (A) ISO 9002 Model

- (iii) In a factory of TOB Ltd., there are 20 workers manufacturing a single product and the output per month consisting of 25 days of that particular product is 500 units. How much is the monthly productivity per worker?
- A. 25 units
 - B. 30 units
 - C. 20 units
 - D. 15 units

Ans. (A) 25 units

- (iv) In which one of the following phases the objective is to hold the existing customers and create new customers?
- A. Introduction
 - B. Maturity
 - C. Growth
 - D. Decline

Ans. (C) Growth



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

- (v) Which one of the important charts used in Programme control is _____?
- A. Material Chart
 - B. Gantt Chart
 - C. Route Chart
 - D. Inspection Chart

Ans. (B) Gantt Chart

- (vi) Which one of the following phases of Project Management Life Cycle is where the bulk of project happens?
- A. Planning Phase
 - B. Project Quality Management
 - C. Execution Phase
 - D. Project Closure

Ans. (C) Execution Phase

- (vii) The Slack time of Tail event of Activity-TB of a Project-KB is 3 days. If the independent float of the Activity TB is 2 days, What will be the Free Float of the Activity-TB?
- A. 3 days
 - B. 5 days
 - C. 1 days
 - D. 2 days

Ans. (B) 5 Days

- (viii) TESLA Ltd. which is going for expansion has made the following time estimate for completion of a major activity on the Critical path.

Time (in months)

Optimistic: 9

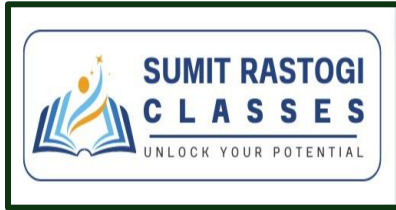
Pessimistic: 21

Most likely: 15

The variance of the activity would be _____ months.

- A. 2
- B. 4
- C. 9
- D. None of the above

Ans. (B) 4



To buy classes visit our website
sumitrastogiclasses.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(ix) **The type of Spare parts which are generally thought of as items of plant or assets that periodically are changed out for repair or overhaul.**

- A. Insurance spares
- B. Capital Spares
- C. Regular Spares
- D. Rotable Spares

Ans. (D) Rotable Spares

(x) **A workshop of TBN Company has 20 Nos. of identical machines. From the failure pattern of the machines, it is calculated that the expected time before failure is 4 Months. It cost ₹500/- to attend a failure machine and rectify the same. What will be the yearly cost of servicing the broken down machines?**

- A. ₹30,000
- B. ₹45,000
- C. ₹25,000
- D. None of the above

Ans. (A) ₹30,000

(xi) **Which of the following is / are true for a Blue Ocean Strategy?**

- A. Create and Capture new demand
- B. Beat the Competition
- C. Exploit existing demand
- D. Compete in existing Markets

Ans. (A) Create and Capture new demand

(xii) **For which of the following organisations, the mission statement is "To make human life multi planetary"?**

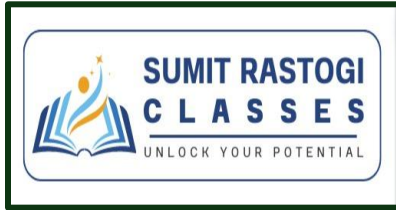
- A. Alibaba
- B. SpaceX
- C. Google
- D. Tesla

Ans. (B) SpaceX

(xiii) **In the "SMART" Framework, the letter "M" represents:**

- A. Measurable
- B. Maintainable
- C. Mission
- D. Motivation

Ans. (A) Measurable



To buy classes visit our website
sumitrastogiclass.com
and for further queries contact us on
8826965733, 9811229279, 9560978857

(xiv) _____ are outcomes of changes in the Characteristics of a population.

- A. Macro-economic forces
- B. Demographic forces
- C. Technological forces
- D. Political forces

Ans. (B) Demographic forces

(xv) **BPR has resulted in major gains in which three areas?**

- A. Marketing, Sales, and Advertisement Satisfaction
- B. Efficiency, quality and speed
- C. Hiring, training and retention
- D. Finance, Accounting and Auditing

Ans. (B) Efficiency, quality and speed