



	WINTER-2023		
	Exam Seat No.:		
	Academic Year:2023-2024	Semester:III	
	Name of Programme:MBA	Pattern:2022	
	Name of Course:Toyota Production System	Course Code:MBA22 3 4 07	
	Max. Marks:60	Duration:2.50	

	<p>Instructions: Candidates should read carefully the instructions printed on the Question Paper and on the cover page of the Answer Book, which is provided for their use.</p> <ol style="list-style-type: none">1. This question paper contains 2 Pages.2. Answer to each new question is to be started on a new page.3. Assume suitable data wherever required, but justify it.4. Draw the neat labelled diagrams, wherever necessary.5. The last columns indicates the Course Outcome and level of Blooms Taxonomy of the Question/sub-question.6. Question No. 1 and 2 are compulsory. Attempt two questions either a or b and c or d in Question NO. 3,4,5	
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Question No. 1 Attempt following Question

- 1a) Explain the concept: (6) CO1
a. "4P" model of the Toyota Way.
b. 'The Heart of the Toyota Production System'

Question No. 2 Attempt following Question

- 2a) Explain the concept with examples (6) CO2
a. 'Long Term Philosophy'
b. 'Heizunka'

Question No. 3 Attempt following Question

- 3a) Classify the Common Themes of Leadership at Toyota. (8) CO3

OR

- 3b) Illustrate 'Principle 14: Become a Learning Organization Through Relentless Reflection (Hansei) and Continuous Improvement (Kaizen)Philosophy'- with examples (8) CO3

- 3c) Illustrate:' Principle 11: Respect Your Extended Network of Partners and Suppliers by Challenging Them and Helping Them Improve' (8) CO3

OR

- 3d) Illustrate: Principle 13: Make Decisions Slowly by Consensus, Thoroughly Considering All Options; Implement Rapidly (Nemawashi)' with examples (8) CO3

Question No. 4 Attempt following Question

- 4a) Give an overview of Lean implementation. (8) CO4

OR

- 4b) Summarize the concept of Sustainable Manufacturing II. (8) CO4

- 4c) Assess the application of Flexible Manufacturing System at Toyota. (8) CO4

OR

- 4d) Illustrate on Benchmarking at TPS. (8) CO4

Question No. 5 Attempt following Question

- 5a) Assess the techniques to reduce Lead time and its process. (8) CO5

OR

- 5b) Develop a Value Stream Mapping for a process in any industry. (8) CO5

- 5c) Design a Kanban Board for any Manufacturing industry with proper explanations. (8) CO5

OR

- 5d) A company has demand of 46 units/day, size of container is 3 units. Properly follow the below information: (8) CO5

a. There are few activities which are required from buffer B2 to B1 and these are represented by A, B, C, D.

A is waiting time in the mailbox = 42 minutes

B is the time which it takes in moving from this mailbox to the upstream workstation= 56 minutes

C is the moves back to the downstream station=80 minutes

D is waits in the downstream buffer until the container is accessed and the kanban is put back in the mailbox = 32 minutes

In a day, consider 480 minutes

Calculate the Conveyance Kanban for the following.

b. For Production Kanban following details are given:

A = 20 minutes

B= 1.5 minutes

C = 0.5 minutes

D = 0.5 minutes

Calculate the Production Kanban and then Total Kanban