

SVKM'S NMIMS UNIVERSITY
SCHOOL OF DISTANCE LEARNING

Programme:
PGDSCM (IV), ADSCM (IV)

Subject: World Class Operations

Date: 01.06.2019 (3:00 PM - 6:00)
Marks: 100
Time : 3 hrs

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

- NB: 1. Answer to each new question and sub-question to be started on a fresh page.
2. Figure in brackets indicates full marks.
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(1) Attempt any 2 (two) out of four. Marks 5 each (total 10 marks)

A	What are the reasons for Tata Motors in outsourcing its WH activities
B	Use of Value Analysis & Make or Buy Strategy
C	Explicit and tacit knowledge
D	Is automation an unmixed blessing? Discuss

(2) Write Short Notes on Any 3 out of the 5 following – 5m each (Total 15 marks)

A	World Class Supplier Quality Management	D	Lean Manufacturing
B	Corporate Excellence Awards	E	Mura, Muda, Muri
C	Vendor Managed Inventory		

Attempt any 3 out of Questions 3 to 7 (marks 15 each)

Q3. What makes an organization to be recognized as having World Class Operations?

Q4. Explain briefly the twenty best practices of world class operations.

Q5. In today's global economic meltdown, what do you expect world class operations would do to ensure business continuity and growth?

Q6. What are the Strategic Choices available to world class operations to compete in an international environment?

Q7. Give some of the components of Cycle Time, Cost, Service Quality & Asset Metrics. What distinguishes the Best in Class from low performers?

Q8. See page 2 – Case Study

Q8. Case Study (30 marks)

Tasty Noodles Co. was planning to introduce 100 grams pack of noodles into the Indian market at Rs.8 per pack during the test marketing period of one month. During this period the company wanted to flood the market with their noodles.

In the subsequent month, the Company planned to increase the price to Rs.12 and change the packaging to a size of 120 grams with a free toy car attached to the pack.

One month before the product introduction, the marketing department brought out advertisements in the print, FM radio, and television media. There were also competitions arranged for children with prizes sponsored by Tasty Noodles Co.

Production for the introduction of the product was to be started two months earlier. Demand for the product was estimated to be 1 lakh packs for the first month, and 1.2 lakh packs in the second month. Production had to be started earlier in order to meet the estimated demand, as also, to account for the changeover in the pack size for the second month.

Discuss:

- (a) What, as a World Class operation, is the required coordination between the marketing, production, purchasing and logistics departments to integrate the activities towards the success of the introductory campaign?
 - (b) Explain the role of the logistics department in the introductory phase.
 - (c) Explain the information sharing that needs to take place between the various functional activities for efficient and effective results.
 - (d) Explain the role of the Warehousing & Logistics department in the changeover to the new packaging in the second month.
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