

MBA Semester 2

MB0044 - Production and Operation Management

**Q1. Write Short notes on**

- a. Production Control
- b. Balancing of workstations
- c. Pragmatic benchmarking
- d. Implementation of operations

**a. Production Control:** Production control is dispatching and expediting.

**Dispatching** – Dispatching is concerned with setting production activities in motion. The production activities include issuing material release orders and moving materials from work centre to work centre, meeting the requirements of routing and scheduling. This also includes such activities like releasing the necessary tools and equipment, instruments, and inspection devices for the purpose of production. Even machine setups will be included.

• **Expediting** – Expediting function ensures that the progress is satisfactory and the path of the production process is cleared of constraints and the workflow is smooth. It helps in situations when out of turn deliveries are required to meet the market demands. It may also be necessary to speed up the process by facilitating extra resources to meet the deadlines.

**b. Balancing of workstations:** Assembly lines carry out operations in a sequence so that the product gets completed in stages. Since the workflow has to be uniform and operations may require different periods for completion, the necessity of line balancing is felt. Capacities at workstations are so adjusted that a product takes approximately the same amount of time during each stage in the process of assembly. The core part of line balancing involves establishing the suitable cycle time and balancing the individual work stations in terms of the cycle time.

**c. Pragmatic benchmarking:** Pragmatic benchmarking is a method of measuring a company's processes, methods, and procedures in a way that all functions in great detail. Benchmarking, in its simplest form, is understood as a process of comparison with a superior performer anywhere in the world to improve quality and is used to understand how these practices can be brought into the system and what circumstances brought them about.

It is a learning process with a view to find out whether some of the reasons have changed and to bring in new processes for improvement.

**d. Implementation of operations:** All functions in the organisation including administration, finance, materials, purchase, marketing, production, logistics, communication, and others can be considered as operations. The reason is that all of them use some inputs like materials or information either on a person-to-person basis or through a flow line. They are required to use some process and convert them into outputs usable in the next stage of the value chain. The bills payable section will have to verify the data regarding the above and seek the inspection reports from the quality control department/user.

Before the actual payment is made, verifications such as the terms of payment and availability of funds are done.

**Q2. What do you mean by Operation Strategy? Explain various elements or components of Operations Strategy.**

The various business functions like operations, marketing, finance and research and development need to translate the objectives of the business into teams. They must also consider how best they should organise their resources to support them. In other words, each function of the business needs an 'operational strategy' which guides its action within the business.

**Components of Operational Strategy**

When organisations at any point in the hierarchy develop their operational strategies, they must consider two factors:

- Content of operations
- Process of how these strategies are actually devised in the organisations.

These factors determine the specific strategies that govern the day to day decision making of the organisation's operations.

**Content of Operations**

Operational strategy content is the collection of policies, plans and behaviours which the business chooses to pursue. It explains how the company expects to use its operations and

resources to contribute towards its strategic direction. Operational strategy content is usually in contrast with the process of operational strategy formulation, i.e., the way content is determined.

Content decisions can be classified in many ways in accordance with the classification of operational operations adopted. The most common classification is to distinguish between the strategic level decisions that determine the operation's structure and those that determine its infrastructure. Different stages in operational strategy content are:

**Stage 1 (Business Strategy / Business Unit Strategy):** This stage is concerned more with how a business competes successfully in a particular market.

**Stage 2 (Functional Strategies):** This stage is a selection of decision rules in each functional area. Two examples of these functional areas are marketing strategy and financial strategy.

**Stage 3 (Manufacturing Priorities):** This stage helps in implementing the Production Planning Process.

**Stage 4 (Action Plans):** This stage helps in formulating the action plans for an organisation. An Action plan typically includes deciding who is going to do what, by when, and in what order, so that the organisation reaches its strategic goals.

**Stage 5 (Detailed Tasks):** In this stage each work unit in the action plan is assigned to a skilled worker.

**Stage 6 (Evaluation of the Methodology):** This stage is concerned with selecting and evaluating the methods. The overall goal of selecting an evaluation method is to get the most useful information so that key decision makers can make the most realistic and cost-effective decisions.

### **Operational Strategy Content**

Some examples of questions related to operational strategy content are:

- How many factories and service branches should we have, how large should they be, and where should they be located?
- How should we change and develop the projects and services that we offer to our customers?

- How should we lay out the various departments and facilities within the operation?
- What type of machines and process technology should we purchase?
- What human resource strategies regarding working responsibilities and practices should we adopt for our staff?
- Some examples of questions related to the process of the company's operational strategy are:
  - Why are we reviewing our own operations strategy at this point?
  - Who should take overall responsibility for formulating our operations strategy?
  - Is the formulation process is enough to consider all aspects of all parts of our operation, or does this need more attention?
  - Who should we be involved in the process of formulating the operations strategy?
  - How should we organise ourselves to formulate the operations strategy?

**Q3. Describe following dimensions of quality with appropriate examples.**

- a. Quality of design**
- b. Conformance to design**
- c. Utilisation conditions**
- d. After sales service**

**Q4. Discuss the importance of Plant Location. Point out various factors Influencing Plant Location.**

**Q5. Explain the risk management and its various components**

**Q6. Why redesign of layouts may be necessary? List the differences between product and process layout.**

*Remaining answers are available in the full assignments.*

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