SAMPLE CASE STUDIES - OPERATIONS

Case Study 1

Make Versus Buy Case

ABC Ltd. is a manufacturing company engaged in the manufacturing of valves. They have been in the business for last 3 years and have been manufacturing only one type of valves. They started their business initially with sales of 10,000 valves per month and now they have grown the volume to about 50,000 valves per month. They have been buying all the raw material for the valve and were doing all the manufacturing in house. Now they have established themselves in the market and are planning to expand and produce different varieties of valves. They have their plant in the main city and the total area of the plant is 50,000 sq. ft. Now if they want to expand and continue doing all the activities of manufacturing of all the varieties in house, they would need another 50,000 sq.ft. of the area. In the recent times, the land prices in the area have more than doubled in the last 3 years and still land is available with great difficulty. Mr. Mohan is the production head of ABC Ltd. and has been successful with the production and the level is continuously increasing. But in recent times, he is facing the problem of quality complaints which have gone up from average 0.2 % in previous 2 years to 0.5 % this year. Also, he is finding that there is a high level of dissatisfaction among the workers regarding workload as well as salary levels. The workers are regularly complaining about the over work.

Although, Mr. Mohan has found that the workers have been spending lot of time on tea breaks, lunch breaks and even in between the production spending lot of time talking to each other. But, due to insufficient workers and staff, he is unable to take strict action and the workers are taking advantage of this situation. For completing the work and delivering the products timely, he has to employ workers on overtime and his overtime cost has also increased 3 times. Mr. Mohan is worried about the new expansion plan of the management and is worried where the new workers would come from as he is already finding shortage of workers for the existing job. He has requested the management not to go for expansion immediately and look at improving and consolidating the existing set up. He has sent his request to Mr. S. Kumar Director – Operations.

Mr. Kumar has gone through the request of Mr. Mohan and called a meeting of all the department heads and explained the situation to all concerned. The marketing manager has expressed very bullish prospect about the company's growth and said that the company should take advantage of growing economy and established brand image of the company and definitely go for expansion. The finance manger also expressed that this will result in economy of scale for the products and will further increase the profitability of the products. Mr. Mohan again expressed his problems regarding availability of manpower as well as production control and effect on quality and productivity. The Marketing manager asked the Production manager about the option of outsourcing. Mr.

Operations Management Case Studies With Answers

Mike Pycraft

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Production/operations Management Thomas E. Hendrick, 1985 65 Case Study Ideas In Production, operation, supply Chain And Logistics Management Dr. Asim Kumar Bandyopadhyay, 2022-04-26 This book is a compilation of case study ideas in the areas of production operation supply chain and logistics management POM SCL also incorporating operation strategies This book has been designed conforming to the standards of this common subject for the courses of Master of Business Administration MBA and Post Graduate Diploma in Management PGDM prescribed by the All India Council of Technical Education AICTE and University Grants Commission UGC The book consists of sixty five case study ideas covering almost the entire gamut of the subject concerned All these cases are based on Indian organizations industries using the characters with names typically Indian and the narrations of these cases reflect Indian work culture value systems and ethos All these cases are followed by a set of about half a dozen questions pertaining to the narrations with the corresponding answers suggested for the guidance of the teachers and the students alike Apart from making the book very convenient and handy for studying the subject it is also aimed at dispelling fears and apprehensions among the students with non science non technical background that they seem to have about this subject Getting familiar with the numerical exercises given and solved in this book by practice will make passing this subject a cakewalk for any average student The cases are so designed as to expose the students to the realities and challenges to the actual professional life while still seating in the class rooms much before entering a professional career The book provides a colossal value addition as both a complement and a supplement to the Strategic Operations Management Robert H. Lowson, 2003-08-29 This text combines four theories in the text books themes strategy services innovation and management of relationships both in the supply chain and with other players Mini case studies are used to supplement the text Operations Management Joel D. Wisner, 2016-06-20 Finally an operations management book to get excited about Operations Management A Supply Chain Process Approach exposes students to the exciting and ever changing world of operations management through dynamic writing application and cutting edge examples that will keep students interested and instructors inspired Author Dr Joel Wisner understands that today s students will be entering a highly competitive global marketplace where two things are crucial a solid knowledge of operations management and an understanding of the importance for organizations to integrate their operations and supply chain processes With this in mind Wisner not only provides a clear and comprehensive introduction to operations management but also gives attention to the important processes involved in linking firms operations in a supply chain environment **Logistics, Supply Chain** and Operations Management Case Study Collection David B. Grant, 2016-03-03 The Logistics Supply Chain and Operations Management Case Study Collection contains real life scenarios from leading companies including Volvo Vortex Honda of America Green Cargo and Swedish Transport Administration It includes a foreword by Martin Christopher Comprehensive in scope and scrupulous in detail this collection includes actual events experienced by businesses of every

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González-Calderón, Irineu de Brito Junior, Sebastián Villa, Hugo Tsugunobu Yoshida Yoshizaki, 2019-10-14 This volume showcases the presentations and discussions delivered at the 2018 POMS International Conference in Rio Through a collection of selected papers it is possible to review the impact and application of operations management for social good with contributions across a wide range of topics including humanitarian operations and crisis management healthcare operations management sustainable operations artificial intelligence and data analytics in operations product innovation and technology in operations management marketing and operations management service operations and servitization logistics and supply chain management resilience and risk in operations defense and tourism among other emerging Operations Management issues The Production and Operations Management Society POMS is one of the most important and influential societies in the subject of Production Engineering and as an international professional and academic organization represents the interests of professionals and academics in production management and operations around the world Science of Demand and Supply Chain Planning in Today's Complex Global Economy Paul Myerson, 2023-02-24 The demand and supply chain planning process for manufacturers distributors and retailers has evolved over the years It has gone from a disjointed unconnected slow inaccurate fairly manual set of processes to an integrated timely process enabled by the use and coordination of highly trained people lean agile processes and cutting edge technology To make this set of processes work effectively one has to fully understand and appreciate that there is an art and science aspect to the process which can take years of education and experience to fully understand Essentially this book will offer the reader a chance to fully understand the interconnected set of processes in a best practice application Furthermore examples and cases will be used to illustrate its practical application in today s complex global supply chain In addition readers will understand and be able to apply and articulate the concepts tools and techniques used in the efficient supply of goods and services in today s changing global economy It will help them to learn how businesses through their supply chain work both internally and with their trading partners both upstream and downstream to build strong relationships and integrate demand and supply planning activities across the supply chain to deliver customer value efficiently and effectively They will learn about the tools and technologies enabling integration and the critical drivers and key metrics of supply chain performance Reliability Engineering Edgar Bradley, 2016-11-03 Reliability Engineering A Life Cycle Approach is based on the author's knowledge of systems and their problems from multiple industries from sophisticated first class installations to less sophisticated plants often operating under severe budget constraints and yet having to deliver first class availability Taking a practical approach and drawing from the author's global academic and work experience the text covers the basics of reliability engineering from design through to operation and maintenance Examples and problems are used to embed the theory and case studies are integrated to convey real engineering experience and to increase the student's analytical skills Additional subjects such as failure analysis the management of the reliability function systems engineering skills project management requirements and

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