

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

Joacim Rocklöv



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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 theories in the text books

Strategic Operations Management Robert H. Lowson, 2003-08-29 This text combines four 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 size from SMB s to some of the most successful corporations in manufacturing transportation hospitality and other industries Readers will discover proven tactics and innovative solutions for handling uncertainties solving problems and circumventing risk plus a wealth of information to guide strategy and decision making Readers involved in logistics and supply chain management will find the Logistics Supply Chain and Operations Management Case Study Collection full of immediate application of strategies and tactics to situations and challenges valuable tools for testing management proficiency in crisis mitigation and resolution independent learning modules and professional training programmes expanded question and answer sections designed to measure knowledge transfer and lessons learned engaging topical situations highly relevant to the fields of logistics supply chain management and operations Students and prospective managers will learn crucial skills to meet current challenges qualify for professional advancement and achieve success

Solutions to Case Studies for Graduate Students Kofi Aninakwa,2019-03-21

Graduate students college libraries and organizations or management teams will benefit tremendously when they acquire and use the solutions to the case studies in this book Case studies are the well established and proven techniques that guide students or management teams to adopt prudent concepts theoretically in real world situations These studies can help to address an organization s dilemma depending upon the expectations of the stakeholders and the investors In this edition this book gives readers access to exemplary solutions to case studies drawn from a wide variety of cases in both academic and applied fields By studying these examples students can actively develop their skills in problem solving using analytical tools to make decisions in complex situations The reader can cope with ambiguities and learn how to apply optimal solutions in similar situations It is a must read for anyone intending to tackle managerial case studies

E-Business Managerial Aspects, Solutions and Case Studies Cruz-Cunha, Maria Manuela,Varajão, João,2010-12-31

This book provides a discussion of the managerial aspects solutions and case studies related to e business disseminating current achievements and practical solutions and applications Provided by publisher

Problem Solving In Operation Management Patricia Esperanza Balderas-Cañas,Gabriel De Las Nieves Sánchez-Guerrero,2020-09-10

This volume examines problem solving and applied systems aimed at improving performance and management of organizations The book s eight chapters are integrated into two parts methodologies and techniques that discuss complex dynamic analysis of the organizations participative processes for building trend scenarios consultancy as a systemic intervention process processes to promote innovative goals in organizations and analytical processes and solid mathematical representation systems The authors also include a model to urban parks location an analytic model to urban services location and a system to forecast demand with fuzzy sets Describes methodologies to analyze processes in complex dynamic organizations including as participative interventional innovative and analytical approaches Clarifies a strategies for providing structure to complex organizations and applying analytical methods to decision making Illustrates problem holistic solving strategies Explains how to approach several problems from a

holistic point of view and how analyze the subjacent processes to make decisions

AQA A2 Business Studies Student Unit Guide New Edition: Unit 3 Strategies for Success Malcolm Surridge,2012-05-18 Written by a senior examiner Malcolm Surridge this AQA A2 Business Studies Student Unit Guide is the essential study companion for Unit 3 Strategies for Success This full colour book includes all you need to know to prepare for your unit exam clear guidance on the content of the unit with topic summaries knowledge check questions and a quick reference index examiner s advice throughout so you will know what to expect in the exam and will be able to demonstrate the skills required exam style questions with graded student responses so you can see clearly what is required to get a better grade

Business Studies IGCSE A Essential Guide* Eddie Bradley,2021-01-16 Comprehensively covers the IGCSE Business Studies syllabus 0450 updated in 2020 Focused on building students confidence in both the key content and exam skills required to secure the highest grades The unit and section headings precisely match the Cambridge IGCSE syllabus making it easy to navigate as you work through the CAIE subject content Features Include Correct exam technique for each question broken down into straightforward steps with easy to follow diagrams recommended structures and accessible examples Complete IGCSE Business Studies course coverage with all the essential information for success Difficult concepts made accessible to all learners with tried and tested teaching strategies Top tips and hints embedded throughout to continually develop learners skills International focus with global examples relevant to all learners worldwide Past Paper question examples in each section draw direct connections between learning and assessment Links between key concepts embeds prior knowledge and develops a rigorous understanding of the complete syllabus Updated for the Cambridge International 2020 specification All content and examination questions tailored to the revised 2020 IGCSE Cambridge International specification

Operations Management Mike Pycraft,2000

Handbook of Research on Digitalization Solutions for Social and Economic Needs Pettinger, Richard,Gupta, Brij B.,Roja, Alexandru,Cozmiuc, Diana,2023-02-27 Digital solutions are sufficiently versatile and agile to shape business processes and enterprise architecture answer the COVID 19 crisis solve climate change temper political conflict generate new employment operating models and solve health issues These solutions benefit businesses as an integral part of the economy and society and therefore must be studied further to ensure they are utilized appropriately The Handbook of Research on Digitalization Solutions for Social and Economic Needs introduces the agile operating model that has triggered digital transformation and the plethora of ways it has become of practical use recently The book also argues the business rationale of digitalization Covering key topics such as innovation sustainability and business transformation this major reference work is ideal for business owners managers computer scientists industry professionals researchers scholars academicians librarians policymakers practitioners educators and students

Marine Plastics: Innovative Solutions to Tackling Waste Siv Marina Flø Grimstad,Lisbeth Mølgaard Ottosen,Neil A. James,2023-07-31 This open access book reflects aims of the Blue Circular Economy BCE project which focused on small and

medium sized enterprises SMEs aiming to create value using circular economy concepts related to products and services within fishing gear recycling in the Northern Periphery and Arctic NPA area Cluster establishment and operation were carried out in collaboration with academia industry and government agencies following a triple helix approach Discarded fishing gear constitutes a large part of marine plastics Preventing future discharge of fishing gear into the ocean is a vital step in combating plastic pollution Circular economy is one of the tools in the European Green deal targeting waste minimisation Closing the loop for waste fishing nets by transferring them to a resource could be a solution for preventing discharge at sea exploring this opportunity is at the core of this book

Design Of Intelligent Control Systems Based On Hierarchical Stochastic Automata Pedro Lima, George N Saridis, 1996-03-20

In recent years works done by most researchers towards building autonomous intelligent controllers frequently mention the need for a methodology of design and a measure of how successful the final result is This monograph introduces a design methodology for intelligent controllers based on the analytic theory of intelligent machines introduced by Saridis in the 1970s The methodology relies on the existing knowledge about designing the different sub systems composing an intelligent machine Its goal is to provide a performance measure applicable to any of the sub systems and use that measure to learn on line the best among the set of pre designed alternatives given the state of the environment where the machine operates Different designs can be compared using this novel approach

Optimization for Decision Making II Víctor Yepes, José M. Moreno-Jiménez, 2020-11-25 In the current context of the electronic governance of society both administrations and citizens are demanding the greater participation of all the actors involved in the decision making process relative to the governance of society This book presents collective works published in the recent Special Issue SI entitled Optimization for Decision Making II These works give an appropriate response to the new challenges raised the decision making process can be done by applying different methods and tools as well as using different objectives In real life problems the formulation of decision making problems and the application of optimization techniques to support decisions are particularly complex and a wide range of optimization techniques and methodologies are used to minimize risks improve quality in making decisions or in general to solve problems In addition a sensitivity or robustness analysis should be done to validate analyze the influence of uncertainty regarding decision making This book brings together a collection of inter multi disciplinary works applied to the optimization of decision making in a coherent manner

The Art and 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 Operations Management for Social Good Adriana

Leiras,Carlos Alberto 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 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 basic financial management requirements are covered Linear programming and financial analysis are presented in the context of justifying maintenance budgets and retrofits The book presents a stand alone picture of the reliability engineer s work over all stages of the system life cycle and enables readers to Understand the life cycle approach to engineering reliability Explore failure analysis techniques and their importance in reliability engineering Learn the skills of linear programming financial analysis and budgeting for maintenance Analyze the application

of key concepts through realistic Case Studies This text will equip engineering students engineers and technical managers with the knowledge and skills they need and the numerous examples and case studies include provide insight to their real world application An Instructor s Manual and Figure Slides are available for instructors

Innovative Solutions for Implementing Global Supply Chains in Emerging Markets Dwivedi, Ashish, 2016-01-28 Advancements in the field of information technology have transformed the way businesses interact with each other and their customers Businesses now require customized products and services to reflect their constantly changing environment yet this results in cutting edge products with relatively short lifecycles Innovative Solutions for Implementing Global Supply Chains in Emerging Markets addresses the roles of knowledge management and information technology within emerging markets This forward thinking title explores the current trends in supply chain management knowledge acquisition and transfer mechanisms among supply chain partners and knowledge management paradigms This book is an invaluable resource for researchers business professionals and students business analysts and marketing professionals

Managerial Strategies and Green Solutions for Project Sustainability Tam, Gilman C.K., 2017-02-22 Sustainability has become an increasingly vital topic of discussion in modern society Various businesses and their professionals have begun adopting environmentally friendly practices and continue to search for new ways to incorporate sustainability into their protocol Managerial Strategies and Green Solutions for Project Sustainability is an essential reference source for the latest scholarly research on core concepts of project sustainability and its applications Featuring extensive coverage on a broad range of topics and perspectives such as energy systems climate change and human capital this publication is ideally designed for managers researchers and students seeking current information on structured managerial strategies for planning executing and assessing project sustainability performance

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