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PIET's COLLEGE OF ENGINEERING, PUNE
(An Autonomous Institute of Government of Maharashtra)

Test: Final Examination

(PE-313) Operations Efficiency
Programme: T.Y. B .Tech

Year: 2012-13
Duration: 1 ½ hrs
Date: 24/4/13

Sixth Semester
Max. Marks: 50
Time 10-11.30 am

Instructions:

1. Attempt all questions.
 2. All questions carry equal marks.
 3. Draw neat figures wherever required.
 4. Assume suitable data wherever required.
 5. Make use of any or all of the OE phases to justify your answers.
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- Q.1 a) Based on your understanding of "Operations Efficiency" please conceptualize 2 tools that can measure the performance of an organization.
- b) Sketch a standard P&L layout and showcase the impact areas of "Operations Efficiency". Also, state the sub-items that are included in the impact areas.
- Q.2 a) McDonald with its international acclaimed franchisee model and scrumptious menu launched the new burger in its Japanese market in late 00's only to see miserable returns and an eventual product recall. What could be some possible reasons for its failure?
- b) One of the pioneers in retail in India, Shubiksha had shot to 200+ stores with a pan-India foot print in a short time. Consumers flocked to its Stores for the low prices and fresh stock availability. From being a very successful start-up its downfall started in 2008 followed by massive store closures in 2009. What could be some possible reasons for its failure?
- Q.3 a) This widely successful watch company comes from the Tata stable. This organization started in 80's with practically no background in the watches market and a tight Indian economy. What could be some possible reasons for its phenomenal growth?
- b) Started from a small outhouse by college drop-outs in the 80's this multi-national software giant is the envy of all CEOs and inspiration for all budding entrepreneurs. What could be some possible reasons for Microsoft Corporation's phenomenal growth?

Q.4 An American F&B Retailer with international presence is facing a challenge of diminishing productivity at its older Cafes and Kiosks. The older Cafes and Kiosks form roughly two-third of the \$8 B F&B Retailer's portfolio. But they contribute to less than half of the company's profits. The Management Team has identified diminishing 'production efficiency' as the improvement area for these older Cafes/Kiosks. Here you are tasked on detailing the Operations Improvement Plan for the company.

Q.5 A leading international transportation company has identified its problem area/s and now is seeking crisp focus to define the problem statement and share with its employees. And the employees can bring in higher efficiencies only if they clearly understand the problem. This \$72 B international transportation company is consistently seeking ways to improve its bottom-line. Further to a deep-dive it has identified high Warehousing & Distribution Costs as the pain areas. Here you are tasked on identifying and crisply defining the Problem Statement. You might want to talk about your 'Way Forward' Plan.
