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***Question No.1***

***Answer:***

i A strategy is a

**d)   Action plan to achieve the mission**

ii Distinctive competencies in organizations generally relate to:

**e)   all of the above**

iii The fundamental purpose for the existence of any organization is described by its

**b)   Mission**

iv Which of the following statements concerning the operations management decision is relevant to services?

**d)   Labor standards vary depending on customer requirements.**

v Which of these organizations is likely to have the most important inventory decisions?

**d)   A restaurant**

vi Optimizing capacity would be most appropriate for which stage in the product life cycle?

**c)   Maturity**

vii Standardization is an appropriate strategy in which stage of the product life cycle?

**c)   Maturity**

viii Cost minimization is an appropriate strategy in which stage of the product life cycle?

**d)   Decline**

ix Which of the following is true about business strategies?

**c)   Well defined missions make strategy development much easier.**

x A measure of productivity which reflects a combination of some or all of the resources used to obtain a certain output is:

**(c) multi-factor productivity**

***Question No.2***

What are the facilities layouts? Explain the basic types of layout. What are the characteristics of product layout?

***Answer:***

**Facility layout**

Facility layouts refer to the way workstations, equipment, machines, and employees are in the workplace. Process selection involves choosing the type of business process that is included in the production of the product.

**The basic types of layout**

The type of layout to be selected is to be decided from the following:

1. **Product or Line Layout:**

If all processing equipment and machinery are arranged according to the layout product operation, they are called the product type of the layout. In this type of payment, only one product is produced in the operating area. To adjust the product form, this product must be standardized and produced in large quantities. Raw materials are delivered to one end of the line and change quickly from one process to another with minimal work in storage and material handling.

1. **Process or Functional Layout:**

The process layout is especially useful when low production volumes are required. If the product does not meet the standards, the layout is preferred because the creator is more flexible in the process than in other products. This type of machine is not arranged according to the order of operation. However, it will be arranged according to the nature or type of the operation. The same type of operating facilities are grouped together, for example lathes are placed in one place. All drills are elsewhere and more.

1. **Fixed Position Layout:**

These types of orders are of the least importance to today's manufacturing industry. In such settlements, the main components remain at fixed locations, materials, parts, tools, machines, manpower and other supporting equipment that will be brought at this location. The main component or product remains in a fixed position due to being too heavy or too large and therefore economical and convenient to use the necessary tools and equipment that work with manpower. The layout of this type of boilers, hydraulic and steam turbines and ships, etc.

1. **Combination Type of Layout:**

Today, in a kind of pure state, the above-mentioned are rarely found. Therefore, in general, the layout used in the industry is to compromise the above order. Every design has some advantages and limitations, so the industry wants to use any form, such as flexibility, this is a very important factory, so the model should be able to be molded to the needs of the industry without the need for investment. If the good features of all order types are tied, it will be a more economical and flexible method of compromise.

**The characteristics of product layout:**

1. Conveyor zed movement of inventories.

2. Mechanical pacing of movement either partially or completely.

3. Semi-skilled operations operating two or more machines often.

4. Making use of highly specialized machines, jigs and fixtures etc.

5. Less need for detailed scheduling regarding production control.

6. Relatively small-in process inventory of parts with most of them in temporary storage on the inventory handling system.

7. Heavy investment in specialized machines, which has little flexibility.

8. Integration of the points of inspection into the line.

***Question No.3 (a)***

Defined:

1) Competitiveness

2) Strategy

3) Productivity.

***Answer:***

**1) Competitiveness:**

Competitiveness is how effectively an organization meets the needs and requirements of customers relative to other (Competitors) organizations that offer similar goods or services.

**2) Strategy:**

In terms of "general art", which includes many sub-skills, including maritime strategies, logistics strategies, etc., a general strategy plan is important to achieve one of the long-term or general goals under uncertainty. Resources available to achieve these goals are often limited: Strategies often include a target plan set to mobilize resources to achieve and take action.

**3) Productivity:**

Productivity is a measure of the effective use of resources, usually expressed as the ratio of output to input .Also called Efficiency at times.

***Question No.3 (b)***

How Organizations can gain Competitive Advantage?

***Answer:***

As Students of Organization Management, we can look at value in terms of the three important functions of any organization to see how organizations can gain competitive advantage.

1. Marketing

2. Finance

3. Operations

**A. Businesses Gain Competitive Advantage by using Market based strategies**

1. Identifying consumer wants and needs

2. Pricing

3. Advertising and promotion

**B. Businesses Gain Competitive Advantage by using Finance based strategies**

1. Identifying sources of funds and applications of funds.

2. Capital and Financial Investments.

3. Financial Leverage (Debt to Equity)

4. Capital structure

**C. Businesses Gain Competitive Advantage by using Operations based strategies**

* Product and service design Design not only But is the beginning But also some features that make your product or service suitable for customers
* Leadership costs or costs, presenting a product or service at an affordable price.
* Location means the right selling point It may be a gas pump (service) that has a market attached.
* Quality should always be suitable for the price and service.
* agility, also known as quick response and organizations based on this are commonly known as Agile Organization)
* Flexibility Change car models from sedans to coupe according to your marketing department.
* Inventory management. Protect stock, security and important spare parts
* Supply chain management. To develop and maintain active and strong chains between suppliers and end customers.
* Service. After-sales service, customer problems are their own. PK in search of penetration, external concepts are failed concepts.

***Question No.4 (a)***

What is a Flexible Manufacturing System?

***Answer:***

**Flexible Manufacturing System**

Flexible production systems are identified by FMS. In general, there are functions of production methods designed to adapt to changes in the type and quantity of products manufactured. Machinery and computer systems can be easily configured to produce different parts and at different production levels. FMS can increase efficiency and reduce company production costs. FMS is also an important ability to create ordering strategies that allow customers to customize the products they want. This flexibility can be more expensive when compared to the original system than the installation of special equipment that allows high initial cost of purchase and adjustment.

***Question No.4 (b)***

Discuss FMS Applications and Benefits

***Answer:***

* **FMS Applications:**

**1. Workstation control**

 Individual stations require controls, usually computerized

**2. Distribution of control instructions to workstations**

 Central intelligence required to coordinate processing at individual stations

**3. Production control**

 Product mix, machine scheduling, and other planning functions

**4. Traffic control**

 Management of the primary handling system to move parts between workstations

**5. Shuttle control**

 Coordination of secondary handling system with primary handling system

**6. Workpiece monitoring**

Monitoring the status of each part in the system

**7. Tool control**

* Tool location
* Keeping track of each tool in the system
* Tool life monitoring
* Monitoring usage of each cutting tool and determining when to replace worn tools

**8. Performance monitoring and reporting**

 Availability, utilization, production piece counts, etc.

**9. Diagnostics**

 Diagnose malfunction causes and recommend repairs

* **FMS Benefits**

1. Increased machine utilization

* 24 hour operation likely to justify investment
* Automatic tool changing
* Automatic pallet changing at stations
* Queues of parts at stations to maximize utilization
* Dynamic scheduling of production to account for changes in demand

1. Fewer machines required
2. Reduction in factory floor space required
3. Greater responsiveness to change
4. Reduced inventory requirements

* Different parts produced continuously rather than in batches

1. Lower manufacturing lead times
2. Reduced labor requirements
3. Higher productivity
4. Opportunity for unattended production

* Machines run overnight ("lights out operation")

***Question No.5***

*What is* Decision Process? Explain the important steps required for decision making process. On what aims the management is interested that the Operations Manager should be focused?

***Answer:***

Decision making is a daily activity for any human being. There is no exception about that. When it comes to business organizations, decision making is a habit and a process as well. Effective and successful decisions make profit to the company and unsuccessful ones make losses. Therefore, corporate decision making process is the most critical process in any organization. In the decision making process, we choose one course of action from a few possible alternatives. In the process of decision making, we may use many tools, techniques and perceptions. In addition, we may make our own private decisions or may prefer a collective decision. Usually, decision making is hard. Majority of corporate decisions involve some level of dissatisfaction or conflict with another party.

**Steps of Decision Making Process**

Step 1: Identification of the purpose of the decision

In this step, the problem is thoroughly analyzed. There are a couple of questions one should ask when it comes to identifying the purpose of the decision.

* What exactly is the problem?
* Why the problem should be solved?
* Who are the affected parties of the problem?
* Does the problem have a deadline or a specific time-line?

Step 2: Information gathering

A problem of an organization will have many stakeholders. In addition, there can be dozens of factors involved and affected by the problem.

In the process of solving the problem, you will have to gather as much as information related to the factors and stakeholders involved in the problem. For the process of information gathering, tools such as 'Check Sheets' can be effectively used.

Step 3: Principles for judging the alternatives

In this step, the baseline criteria for judging the alternatives should be set up. When it comes to defining the criteria, organizational goals as well as the corporate culture should be taken into consideration. As an example, profit is one of the main concerns in every decision making process. Companies usually do not make decisions that reduce profits, unless it is an exceptional case. Likewise, baseline principles should be identified related to the problem in hand.

Step 4: Brainstorm and analyses the different choices

For this step, brainstorming to list down all the ideas is the best option. Before the idea generation step, it is vital to understand the causes of the problem and prioritization of causes. For this, you can make use of Cause-and-Effect diagrams and Pareto Chart tool. Cause-and-Effect diagram helps you to identify all possible causes of the problem and Pareto chart helps you to prioritize and identify the causes with highest effect. Then, you can move on generating all possible solutions (alternatives) for the problem in hand.

Step 5: Evaluation of alternatives

Use your judgment principles and decision-making criteria to evaluate each alternative. In this step, experience and effectiveness of the judgment principles come into play. You need to compare each alternative for their positives and negatives.

Step 6: Select the best alternative

Once you go through from Step 1 to Step 5, this step is easy. In addition, the selection of the best alternative is an informed decision since you have already followed a methodology to derive and select the best alternative.

Step 7: Execute the decision

Convert your decision into a plan or a sequence of activities. Execute your plan by yourself or with the help of subordinates.

Step 8: Evaluate the results

Evaluate the outcome of your decision. See whether there is anything you should learn and then correct in future decision making. This is one of the best practices that will improve your decision-making skills.

This is the final step in the decision-making process, where you need to review your decisions and whether they are working correctly to take you to your final goal. Operations Manager sets the criteria for the proposed solution solution. General criteria usually include costs, profits, returns, investments, risks, company image, demand impact or similar variables. Management is concerned with whether operations managers can focus on parameters that will increase or decrease. Goal idea

1. Costs should be reduced and profits should be increased.

2. Return on investment should increase with efficiency increase.

3. The risk should be reduced as the company image increases.

4. Demand for products or services should increase.

5. Check the results to make sure that the desired results are achieved.