**Operations Management**

**December 2023 Examination**

**Q.1 Tesla Motors is considering India for setting up its manufacturing facility. As regional head, you have been assigned the most critical decision of choosing a location for your business setup. What are the various factors that you will consider for narrowing down on a facility location for your business? Also, justify your selection with some facts based on the choice of your location as you why you feel that location is appropriate for setting up the manufacturing facility. (10 marks)**

**Ans 1.**

**Introduction**

In the rapidly evolving landscape of the automotive industry, Tesla Motors stands as a beacon of innovation and sustainability. As the company looks to expand its global footprint, India emerges as a potential destination for its next manufacturing facility. India, with its vast market potential, burgeoning middle class, and strategic location, offers a unique blend of opportunities and challenges for global manufacturers. However, the decision to set up a manufacturing facility is not one to be taken lightly. It requires a thorough analysis of various factors that can influence the success and profitability of the venture. From infrastructural

**Q.2 Explain the need for a good layout and compare the different types of layouts used in operations management, emphasizing their respective advantages and disadvantages. Post that, analyze the specific challenges and opportunities associated with both the cloud kitchen format and dine-in restaurant setups. Finally, make a recommendation on the most suitable layout type for each format, providing a justification for your choice based on how the selected layout addresses the unique needs and challenges of each format. (10 marks)**

**Ans 2.**

**Introduction**

Operations management is the backbone of any organization, ensuring that business processes run smoothly, efficiently, and effectively. One of the pivotal aspects of operations management is the design and implementation of an appropriate layout. A layout refers to the arrangement of physical facilities such as machinery, equipment, furniture, and the like, in a manner that optimizes the flow of work, materials, and people within an organization. A well-designed layout not only enhances operational efficiency but also improves worker productivity, reduces production time, minimizes material handling costs, and ensures safety.

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**Q.3 A famous patisserie brand is planning to open a new mid-sized pastry shop near your locality. Considering their expertise and knowledge in manufacturing and branding their product offerings, they are confident of getting into the new pastry shop operations. The standard offering, which is ready-to-eat single items, takes nearly 20 minutes for one worker, while the extended multiple items required in bulk take 30 minutes. On the other hand, custom-made items require three workers to spend 25 minutes each.**

**The company is interested in identifying the right number of workers required in its shop. Using the data given in the table below:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Type of pastry**  **offered** | **Demand in the next 4 weeks** | | | |
|  | **1** | **2** | **3** | **4** |
| **Standard single**  **items** | **2000** | **2200** | **2800** | **2500** |
| **Extended multi-**  **items** | **1700** | **1600** | **1300** | **1000** |
| **Custom-made**  **items** | **500** | **600** | **200** | **400** |

**a) Estimate the aggregate capacity required at the patisserie brand during the next four weeks. Also, if the company employs 29 workers for six days a week and 10 hours a day, compute the capacity available in its current level of working.**

**Is the capacity adequate to meet the demand, and if not, how much additional capacity do they need? (5 marks)**

**Ans 3a.**

**Introduction**

The success of any business, especially in the food industry, hinges on its ability to match capacity with demand. For a renowned patisserie brand venturing into a new locality, understanding the capacity requirements is crucial to ensure that they can meet customer demand without incurring unnecessary costs. This analysis aims to estimate the aggregate capacity required by the patisserie over the next four weeks based on the demand forecast and

capacity shortfall promptly to ensure they can meet customer demand, maintain their

**b) What alternatives would you recommend to the patisserie brand to solve their capacity problem, and if they are ready to recruit, then how many workers should they recruit? (5 marks)**

**Ans 3b.**

**Introduction**

Capacity management is a delicate balance between meeting demand and controlling costs. For the patisserie brand, the challenge lies in addressing the capacity shortfall without compromising on service quality or incurring excessive costs. While recruitment is a direct solution, it's essential to explore various alternatives that can provide both short-term and