**World Class Operations**

**December 2024 Examination**

**1. Ananth Vijay has just joined as the GM – Maintenance at Sawhney Engineering, a leading Electrical Equipment Manufacturer. Vijay is worried that there is no formal Maintenance Program in place. As such, he has been evangelizing the concept of RAM across the entire Manufacturing Process.**

**i. Describe the components of RAM, and how they are the three important pillars of a**

**WCM’s Maintenance Strategy.**

**ii. Why is this important for both Sethi Engineering and as well, for their clients, in the products which they purchase? (10 Marks)**

**Ans 1.**

**Introduction**

World Class Manufacturing (WCM) is a set of principles and processes that focus on achieving excellence in every aspect of the production system. One of the fundamental aspects of WCM is maintenance, as a well-structured maintenance program can reduce downtime, improve equipment efficiency, and ensure product quality. In the case of Ananth Vijay, the newly appointed GM of Maintenance at Sawhney Engineering, his emphasis on the concept of Reliability, Availability, and Maintainability (RAM) reflects a proactive approach to addressing the gaps in the company’s maintenance strategy. Implementing a RAM framework can optimize the manufacturing process and lead to a more reliable and cost-effective operation. This not only benefits the

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**2. World Class Manufacturers (WCMs) in diverse sectors such as Automotive (Toyota, Honda, Ford), CPG/F&B (Coca-Cola, Pepsico, P&G, Unilever), etc., are highly reputed for their unflinching commitment to Quality – specifically Total Productive Management (TPM).**

**i. Describe the key concepts of TPM.**

**ii. Discuss any two (2) of the Pillars of TPM. (10 Marks)**

**Ans 2.**

**Introduction**

Total Productive Management (TPM) is a comprehensive approach to equipment maintenance that seeks to maximize operational efficiency and eliminate losses in production processes. Pioneered in Japan, particularly by automotive giants like Toyota and Honda, TPM has become a central part of World Class Manufacturing (WCM) strategies across various industries. It focuses on proactive and preventive maintenance, aiming to increase equipment reliability, enhance productivity, and foster employee involvement at all levels. TPM is particularly relevant in industries such as automotive, consumer packaged goods (CPG), and food and beverages (F&B), where consistent product quality, operational efficiency, and minimal downtime are critical. By implementing

**3a. Quality Awards are not only about rewarding organizations but also about recognizing the importance of quality in the business. These awards are often used as a tool to raise awareness among both Employees and as well, Customers about the importance of quality. They also help to improve Customer Satisfaction and Employee Morale. Discuss the difference between Regional and International Awards. (5 Marks)**

**Ans 3a.**

**Introduction**

Quality awards play a pivotal role in promoting excellence in business processes and highlighting the importance of quality management in achieving organizational success. These awards serve as a benchmark for industry standards and are used to motivate organizations to improve their quality performance. Regional and international quality awards serve similar purposes but differ in scope, prestige, and the impact they have on an organization. While regional awards recognize quality

**b. Describe the Deming Prize and its Evaluation Criteria. (5 Marks)**

**Ans 3b.**

**Introduction**

The Deming Prize is one of the most prestigious international quality awards, established in 1951 by the Union of Japanese Scientists and Engineers (JUSE) to honor the contributions of Dr. W. Edwards Deming to quality management. It is awarded to individuals and organizations that have demonstrated exceptional performance in Total Quality Management (TQM). The Deming Prize is renowned for its rigorous evaluation process, which examines a company's commitment to