

CASE STUDIES

Question 1.

A shoe manufacturing company wants to become a market leader. For this a detailed planning is required. The first step taken by the firm is to set targets for the three months duration for selling maximum number of shoes in the market which they set as 2,50,000. The team doesn't want to make any mistake so they decide to do proper planning. They decide to chalk out alternative plans so that they can arrive at the best possible plan. However the team is surrounded with doubts. To remove doubts it goes for judging the plans to get the most profitable one. The plan is taken to the whole organisation and the concerned persons. Ultimately it is put into action. Without much caring for the results the company starts working on the other project simultaneously. Identify the steps in the planning process which have been applied by the organisation in the above case?

Answer:

In the above case the steps of planning which are applied are:

1. **Setting Objectives.** The first step taken by the firm is to set targets for the three months duration for selling maximum number of shoes in the market which they set as 2,50,000.
2. **Identifying alternative courses of action.** They decide to chalk out alternative plans so that they can arrive at the best possible plan.
3. **Evaluating the different courses of action.** To remove doubts it goes for selecting the plan which can be considered as the most profitable.
4. **Selection of the best plan.** The best plan is finalised.
5. **Implementation of the plan.** Ultimately it is put into action.

Question 2.

'Indian Drugs and Pharmaceuticals Ltd.' is engaged in the manufacturing and distribution of medicines. The company has set-up an objective of increasing its sales turnover by 20%. To achieve this objective the company has decided to diversify into baby health care products. Since the company has already set its objectives and developed the premises based on the same, it wants your help for the remaining steps to be taken in this process. Explain briefly these steps. [2016 Comptt. D]

Answer:

Following are the remaining steps in the planning process.

1. **Identifying alternatives.** In this step various alternative courses of action are identified. The identified course of action can either be routine or innovative in nature. An innovative course of action involves sharing of ideas by more and more people. In important projects more and more alternatives should be generated and discussed.
2. **Evaluating alternative courses.** In this step the positive as well as negative aspects associated with each and every alternative course of action is evaluated and analysed. In other words, the pros and cons of each alternative is studied.
3. **Selecting an alternative.** In this step the best plan is adopted and implemented. That plan is selected which has minimum negative aspects. The ideal plan should be the one which is most feasible and profitable.
4. **Implementing the plan.** In this step plans are put into action. All other managerial functions come into picture in this step. It involves doing what is required for the purpose of implementation of plan.
5. **Follow-up action.** This step involves monitoring of the plans. This step ensures that plans are being implemented and activities are performed as per schedule.

Question 3.

In the above case identify the steps of the planning process which are not indicated?

Answer:

The steps of the planning process which are not indicated in the above case are:

- Developing premises

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Frances Slack, 2003-12-24 *Operations Management* Slack, Johnston, 2001-02 **Cases in Operations Management / Operations Management** Nigel Slack, Robert Johnston, Graham Clark, 1996-12 *Operations Management* Peter Jones, Peter Robinson, 2012-03-22 An integrated media and text solution which clearly demonstrates the relevance of operations to everyday business activities through extensive use of text and running video case studies from companies such as Ikea Domino s EasyJet and Ticketmaster A truly engaging package for those with little knowledge or experience in operations management *Cases in Operations Management* W. Earl Sasser, 1982 **Cases in Operations Management** Robert Johnston, Stuart Chambers, Christine Harland, 1997-02 *Cases in Operations Management* Robert D. Klassen, 2006

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operations research and system analysis methods to problems categorized under several headings The book can therefore be used in conjunction with a course in Operations Management or as an independent second course Thirty one real world cases in the book are the result of several years of research work by the authors including consultancy assignments doctoral dissertations and project assignments of graduate management students The cases are research oriented and encourage students to think rigorously in an environment of uncertainty of a real world situation The cases are comprehensive enough to drill students in devising alternative methods of solutions and arm them with a deep understanding of decision making processes instead of merely providing them with a general appreciation of managerial perspective These realistic cases help in learning applications of quantitative and analytical techniques of management bringing home to the student the challenges of managing activities throughout the organization Though a new title it is an enlarged version of Dr Krishnaswamy s earlier book Cases in Production Operations Management

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Table of Contents Operations Management Eleni Case Studies With Answers Full

1. Understanding the eBook Operations Management Eleni Case Studies With Answers Full
 - The Rise of Digital Reading Operations Management Eleni Case Studies With Answers Full
 - Advantages of eBooks Over Traditional Books
2. Identifying Operations Management Eleni Case Studies With Answers Full
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Operations Management Eleni Case Studies With Answers Full
 - User-Friendly Interface
4. Exploring eBook Recommendations from Operations Management Eleni Case Studies With Answers Full
 - Personalized Recommendations
 - Operations Management Eleni Case Studies With Answers Full User Reviews and Ratings
 - Operations Management Eleni Case Studies With Answers Full and Bestseller Lists
5. Accessing Operations Management Eleni Case Studies With Answers Full Free and Paid eBooks

- Operations Management Eleni Case Studies With Answers Full Public Domain eBooks
 - Operations Management Eleni Case Studies With Answers Full eBook Subscription Services
 - Operations Management Eleni Case Studies With Answers Full Budget-Friendly Options
6. Navigating Operations Management Eleni Case Studies With Answers Full eBook Formats
 - ePub, PDF, MOBI, and More
 - Operations Management Eleni Case Studies With Answers Full Compatibility with Devices
 - Operations Management Eleni Case Studies With Answers Full Enhanced eBook Features
 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Operations Management Eleni Case Studies With Answers Full
 - Highlighting and Note-Taking Operations Management Eleni Case Studies With Answers Full
 - Interactive Elements Operations Management Eleni Case Studies With Answers Full
 8. Staying Engaged with Operations Management Eleni Case Studies With Answers Full
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Operations Management Eleni Case Studies With Answers Full
 9. Balancing eBooks and Physical Books Operations Management Eleni Case Studies With Answers Full
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Operations Management Eleni Case Studies With Answers Full
 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
 11. Cultivating a Reading Routine Operations Management Eleni Case Studies With Answers Full
 - Setting Reading Goals Operations Management Eleni Case Studies With Answers Full
 - Carving Out Dedicated Reading Time
 12. Sourcing Reliable Information of Operations Management Eleni Case Studies With Answers Full
 - Fact-Checking eBook Content of Operations Management Eleni Case Studies With Answers Full
 - Distinguishing Credible Sources
 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development

- Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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