LOYOLA-INTERNATIONAL ACADEMIC COLLABORATION
LOYOLA COLLEGE CHENNAI – 600 034

BBA-FRANCE – END SEMESTER EXAMINATION

THIRD SEMESTER – NOVEMBER 2024

BBAFR 334 – OPERATIONS MANAGEMENT

Date: 14-11-2024 Dept. No. Max. : 100 Marks
Time: 01:00 pm-04:00 pm

I. Give short answers: (10 x 3= 30 marks)

1. Explain Supply Chain with an example.
2. What is Capacity Utilization?
3. What is Just in Time production technique?
4. What is Reverse Logistics?
5. Explain Cross Docking.
6. Explain vertical integration with an example.
7. What is Critical Path Method?
8. What is Material Requirement Planning?
9. Define Bench marking. How do quality managers benchmark?
10. Why is Total Productive Maintenance necessary?

II. Answer in brief: (Any 5) (5 x 6= 30 marks)

11. What is demand forecasting? Discuss 2 forecasting techniques that help in capacity planning.
12. How do location strategies differ for a good vs service producing organization?
13. What are the risks in managing a supply chain?
14. Write notes on the following Process strategies:
    a) Process Focus b) Mass Customization Focus c) Repetitive Focus
15. Explain ABC analysis of Inventory management with examples.
16. Discuss the role of Labor planning and Job design in operations management.

III. Answer in detail: (Any 2) (2 x 10= 20 marks)

17. Explain the various Layout strategies in detail with relevant examples.
18. Write about Lean Operations and its importance in modern industries.
19. What is Quality management? Discuss the different methods and techniques companies use to ensure quality of their goods and services.

IV. Case Study: (1 x 20= 20 marks)

“ Where to Place Hard Rock Café?”

Some people would say that Oliver Munday, Hard Rock’s vice president for cafe development, has the best job in the world. Travel the world to pick a country for Hard Rock’s next cafe, select a city, and find the ideal site. It’s true that selecting a site involves lots of incognito walking around, visiting nice restaurants, and drinking in bars. But that is not where Mr. Munday's work begins, nor where it ends. At the front end, selecting the country and city first involves a great deal of research. At the back end, Munday not only picks the final site and negotiates the deal but then works with architects and planners and stays with the project through the opening and first year's sales.

Munday is currently looking heavily into global expansion in Europe, Latin America, and Asia. "We've got to look at political risk, currency, and social norms—how does our brand fit into the country," he says. Once the country is selected, Munday focuses on the region and city. His research checklist is extensive, as seen in the accompanying table.

Site location now tends to focus on the tremendous resurgence of "city centers," where nightlife tends to concentrate. That's what Munday selected in Moscow and Bogota, although in both locations he chose to find a local partner and franchise the operation. In these two political environments, "Hard Rock wouldn't dream of operating by ourselves," says Munday. The location decision also is at least a 10- to 15-year commitment by Hard Rock, which employs tools such as locational cost–volume analysis to help decide whether to purchase land and build, or to remodel an existing facility.

Currently, Munday is considering four European cities for Hard Rock's next expansion. Although he could not provide the names, for competitive reasons, the following is known:

Hard Rock's Standard Market Report (for offshore sites)

A. Demographics (local, city, region, SMSA), with trend analysis
   1. Population of area 2. Economic indicators
B. Visitor market, with trend analysis
   1. Tourists/business visitors 2. Hotels 3. Convention Center
   4. Entertainment 5. Sports 6. Retail
C. Transportation
   1. Airport 2. Rail 3. Road 4. Sea/river
D. Restaurants and nightclubs (a selection in key target market areas)
E. Political risk
F. Real estate market
G. Hard Rock Cafe comparable market analysis

FACTOR	*EUROPEAN CITY UNDER CONSIDERATION*				IMPORTANCE OF THIS FACTOR AT THIS TIME (WEIGHTS)
	ROME	PARIS	BERLIN	LONDON	
A. Demographics	70	70	60	90	20
B. Visitor market	80	60	90	75	20
C. Transportation	100	50	75	90	20
D. Restaurants/ nightclubs	80	90	65	65	10
E. Low political risk	90	60	50	70	10
F. Real estate market	65	75	85	70	10
G. Comparable market analysis	70	60	65	80	10

Questions:

1. From Munday's Standard Market Report checklist, select any other four categories, such as population (A1), hotels (B2), or restaurants/nightclubs (D), and provide three sub- categories that should be evaluated.
2. Which is the highest rated of the four European cities under consideration, using the table?
3. Why does Hard Rock put such serious effort into its location analysis?
4. Under what conditions do you think Hard Rock prefers to franchise a cafe?

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