School of Business
MBA
ETE - May 2023

Time : 3 Hours   Marks : 50

Sem IV - MBOP6012 - Operations Strategy
Your answer should be specific to the question asked
Draw neat labeled diagrams wherever necessary

1.	Explain the concept of "top down" reflection for any business organisation.	K2 CO1 (2)
2.	Explain five operations 'performance objectives'.	K2 CO2 (2)
3.	Select some long-term capacity decisions example.	K4 CO3 (2)
4.	Conclude how the Business process Redesign is important to survive in competitive market?	K4 CO4 (2)
5.	Examine the importance of Product Profiling.	K4 CO5 (2)
6.	Examine how strategic level of an operation can contribute to the organisation's overall strategy?	K4 CO1 (5)
7.	Examine the key principles of lean operations, and how do they contribute to the success of an organization? Provide examples to support your answer.	K4 CO2 (5)
8.	Describe the important measures that may be performed to ensure successful implementation while also addressing the obstacles that organisations experience while implementing operations strategies.	K5 CO5 (6)
9.	Analyze the factors influencing the number and size of production sites of any organisation with some suitable examples.	K5 CO3 (8)

10.   Six Sigma at Wipro   K5 CO4 (8)

There are many companies that have benefited from Six Sigma—based improvement, but few have gone on to be able to sell the expertise that they gathered from applying it to themselves. Wipro is one of these few. Wipro is a global information technology, consulting and out-sourcingcompany, with 145,000 employees serving over 900 clients in 60 countries. It providesa range of business services from 'business process outsourcing' (processing for other firms) to'software development', and from 'information technology consulting' to 'cloud computing'. (Surprisingly, for a global IT services giant, Wipro was actually started in 1945 in India as a vegetableoil company.) Wipro also has one of the most developed Six Sigma programmes in theIT and consulting industries, especially in its software development activities, where key challengesinclude reducing the data transfer time within the process, reducing the risk of failuresand errors and avoiding interruption due to network downtime. For Wipro, Six Sigma simplymeans a measure of quality that strives for near-perfection. It means
- having products and services that meet global standards
- ensuring robust processes within the organisation
- consistently meeting and exceeding customer expectations; and
- establishing a quality culture throughout the business.

Individual Six Sigma projects are selected on the basis of their probability of success and are completed relatively quickly. This gives Wipro the opportunity to assess the success and learnfrom any problems that have occurred. Projects are identified on the basis of the problem areasunder each of the critical business processes that could adversely impact business performance.

Because Wipro takes a customer-focused definition of quality, Six Sigma implementation is measured in terms of progress towards what the customer finds important (and what the customerpays for). This involves improving performance through a precise quantitative understandingof the customer's requirements. Wipro says that its adoption of Six Sigma has been anunquestionable success, whether in terms of customer satisfaction, improvement in internalperformance, or in the improvement of shareowner value.

However, as the pioneers of Six Sigma in India, Wipro's implementation of the process has not been without difficulties — and, they stress, opportunities for learning from these difficulties.To begin with, it has taken time to build the required support from the higher-levelmanagers, and to restructure the organisation to provide the infrastructure and training toestablish confidence in the process. In particular, the first year of deployment was extremely difficult.Resourcing the stream of Six Sigma projects was problematic, partly because each projectrequired different levels and types of resource. Also, the company learned not to underestimatethe amount of training that would be required. To build a team of professionals and train themfor various stages of Six Sigma was a difficult job. (In fact, this motivated Wipro to start its ownconsultancy that could train its own people.) Nevertheless, regular and timely reviews of eachproject proved particularly important in ensuring the success of a project and Wipro had todevelop a team of experts for this purpose.

QUESTION:
Explain the concept of Six Sigma.
Criticisehow above strategy contribute to perform Wipro effectively?

Nokia – a failure to change

Back in the early 2000s, Nokia was the king of the mobile phone business – and it was a good business to be in, with double-digit growth year on year. Nokia was omnipresent and omnipowerful a pioneer that had supplied the first mass wave of the expanding mobile phone industry. It dominated the market in many parts of the world and the easily recognisable Nokia ring-tone echoed everywhere, from boardrooms to shopping malls. So why did this once-dominant company eventually sink to the point where it was forced to sell its mobile communications business to Microsoft in 2013? The former Nokia CEO, Jorma Ollila, admitted that Nokia made several mistakes, but the exact nature of those mistakes is a point of debate amongst business commentators. Julian Birkinshaw, a Professor at London Business School, dismisses some of the most commonly cited reasons. Did it lose touch with its customers? Well, yes, but by definition that must hold for any company whose sales drop so drastically in the face of thriving competitors. And, anyway, Nokia had been praised for its customer-centric marketing and design capabilities. Did it fail to develop the necessary technologies? No. Nokia had a prototype touchscreen before the iPhone was launched, and its smartphones were technologically superior to anything Apple, Samsung, or Google had to offer for many years. Did it not recognise that the basis of competition was shifting from the hardware to the ecosystem? (A technology ecosystem in this case is a term used to describe the complex system of interdependent components that work together to enable mobile technology to operate successfully.) Again, this is not really true. The 'ecosystem' battle began in the early 2000s, with Nokia joining forces with Ericsson, Motorola and Psion to create Symbian as a platform technology that would keep Microsoft at bay. While it was losing its dominance, Nokia was well aware of most of the changes occurring in the mobile communications market and the technology developments being actively pursued by competitors. Where it struggled was in implementation of the changes that were necessary. Arguably, Nokia was not short of awareness, but it did lack the capacity to convert awareness into action. The failure of big companies to adapt to changing circumstances is one of the fundamental puzzles in the world of business, says Professor Birkinshaw. Occasionally, a genuinely 'disruptive' technology (such as digital imaging – see the Kodak example in Chapter 8) can wipe out an entire industry. But usually the sources of failure are less dramatic. Often it is a failure to implement strategies or technologies that have already been developed, an arrogant disregard for changing customer demands, or a complacent attitude towards new competitors.

Question to discuss: Criticise how Nokia failed to implement their strategy and why it was necessary?