**World Class Operations**

**NMIMS Centre for Distance and Online Education (NCDOE)**

**Internal Assignment Applicable for April 2025 Examination**

**1. There is a common thread which connects Leading Manufacturers in diverse sectors such as Machinery (Caterpillar, Komatsu, JCB), Semiconductors (Intel, Motorola, Nvidia), Appliances (Samsung, Phillips, Whirlpool), etc., - They are all World Class Manufacturers (WCMs).**

**All WCMs are highly reputed for their unflinching commitment to Quality. These manufacturers have understood that Quality is about identifying “what is important to Customers” and delivering this to their customers. Explain how these (and other) WCMs use frameworks such as QFD and HOQ to help embed Quality into every aspect of the Product Creation – From Concept to Manufacturing.**

**Answer:**

**Introduction:**

To achieve this, these companies employ frameworks like Quality Function Deployment (QFD) and House of Quality (HOQ) to ensure that customer requirements are embedded throughout the product development process, from concept to manufacturing.

WCMs leverage frameworks such as QFD and HOQ to ensure that customer requirements are integrated into every stage of product creation. By using these tools, manufacturers can translate customer needs into clear technical specifications, prioritize these requirements, and make informed decisions across various departments. This customer-centric approach helps companies deliver high-quality products that meet or exceed customer expectations, thereby solidifying their reputation as world-class manufacturers.

**This is partially solved sample answer**

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**2. Vijay Vasanthan has just joined as the GM – Maintenance at Melanathuru Tools, a leading Manufacturer of CNC Machines. As he reviews the company’s Equipment Maintenance history, he is concerned that there is no coherent Maintenance Strategy – i.e., except for some cases (e.g., critical machines) where the company uses Preventive Maintenance. For all other machines & equipment, they’re fixed when they break down. In order to streamline the Maintenance Department, Vijay is keen to adopt a Predictive Maintenance Strategy. In this context, …**

**a. Describe the Reactive Maintenance & Preventive Maintenance approaches, along with their respective Pros & Cons.**

**Answer:**

**Introduction:**

Reactive maintenance, also known as "breakdown maintenance," is a strategy where equipment is only repaired or maintained after it fails or breaks down. This approach is typically used when the failure of a machine or system does not significantly impact production or operations.

Reactive maintenance is cost-effective in the short term but can lead to high costs and operational disruption over time, while preventive maintenance requires an investment but can save money and improve equipment reliability in the long run.

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**b. Explain the Predictive Maintenance approach and why Vijay would want to adopt it to overcome the problems of Reactive Maintenance & Preventive Maintenance.**

**Answer:**

**Introduction:**

Predictive Maintenance (PdM) is a proactive maintenance strategy that uses data-driven insights, often from sensors and monitoring equipment, to predict when a machine or component is likely to fail. The goal is to perform maintenance just before the failure occurs, reducing both unplanned downtime and unnecessary maintenance.

Vijay Vasanthan would likely want to adopt Predictive Maintenance to streamline the Maintenance Department at Melanathuru Tools, moving away from reactive and preventive approaches. This strategy would not only reduce downtime and maintenance costs but also increase the efficiency and longevity of equipment, ensuring better overall production and operational efficiency.

**Why Vijay Would Want to Adopt Predictive Maintenance**

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**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.**

**Answer:**

**Introduction:**

**Regional quality awards** focus on recognizing quality excellence within a defined geographical area or market, while **international quality awards** have a broader, global scope, acknowledging companies that meet the highest universal standards. Both types of awards offer substantial value to organizations, with regional awards boosting local recognition and international awards elevating a company’s standing on a global scale.

**Difference Between Regional and International Quality Awards**

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**3. b. With reference to Quality Awards, what are the Deming Criteria (any 4) for Performance Excellence in assessing the award?**

**Answer:**

**Introduction:**

The **Deming Prize**, one of the most prestigious quality awards, is awarded based on a set of criteria designed to assess performance excellence in organizations. The criteria are derived from **W. Edwards Deming’s principles** of quality management and focus on continuous improvement, customer satisfaction, and systematic approaches to quality.

Here are four key Deming Criteria for Performance Excellence:

These four criteria—Leadership, Customer Results, Process Management, and Results—serve as the foundation for assessing performance excellence in organizations applying for the Deming Prize.

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