**BMO2181: Operations Management**

**Assessment 3 – Operations Report on Toyota (25%):**

### Objective

Operations report will be based on the topics covered under the unit and the ‘Toyota Factory Visit’. The objective of this assignment is for students to understand and link the practical operations functions, concepts and knowledge gained from this subject. You can use Toyota brochures, or visit Toyota local and global website (<http://www.toyota.com.au/toyota/company/operations?WT.ac=Toyota_TheCompany_TopNav_Operations>) and gather relevant information for your report. For some conceptual matters you can use text book and any other operations management book or journals or magazines.

**Assessment:** Report (25%)

**Group size:** Groups of four students.

**Report due date:** 08/10

**Report submission:** One hard copy and one soft copy of the report must be submitted. Hard copy is due on **08/10,** and soft copy should be uploaded on to Turnitin (through WebCt) on the above mentioned due date.

**Length:** The length of the report should preferably be 3000-3500 words. Please use 1.5 spaces.

**Discuss the Toyota Plant Operations issues in terms of the following points:**

### With a brief company introduction discuss the Toyota manufacturing operations, particularly about Altona plant and their main products. Define productivity of operation such as Hard Rock Café with Toyota.

1. Identify Toyota’s mission, vision and core competencies. What are the **operations strategies** of Toyota? Use SWOT analysis and identify competitive advantages of Toyota. (for this part of assignment you can research from Toyota website or other reliable sources).
2. **Operations process** is important for any organisation. Although all operations processes look similar in that they all transform inputs, they do differ in a number of ways such as volume of output, variety of output, variation of demand for their output. Explain production process of Toyota. Discuss Toyota’s production system (welding, painting and assembly). How do volume and variety affect their production processes? Are there any customised products available at the facilities? What is Kaizen? How does Toyota work on Kaizen? What are the fundamental points of Toyota’s JIT philosophies? What is Toyota’s inventory policy in production and how do they manage the inventory? How does Toyota ensure sustainability in operations?
3. **Quality** is defined as “consistent conformance to customers’ expectations”. How to define quality of a service operations and quality of a manufacturing operations? Why is quality so important? Discuss how Toyota builds in quality through JIT and JIDOKA. Using your own opinion explain what/how TQM tools or techniques Toyota follows or are in use or can use in their operations.
4. **Capacity planning**: In the ‘goal video’, Jonah defines a bottleneck as “a resource that’s capacity is less than the demand placed upon it. Bottlenecks control the rate of output for any organization, not just a manufacturing plant”. Describe a bottleneck in Toyota .
5. **Conclusion**: Lessons learned from the visit. Your opinion and suggestions.

Use references (Harvard Style) wherever it is necessary. The areas to be covered in your analysis will be further discussed in class on request.

## Marking scheme for Operations Report:

See the following marking scheme pro forma. Reports which do not make the grade will attract a maximum of a Pass mark, or Fail.

**Item Possible Awarded\* Comments**

1. Introduction 3
2. Operations strategies 3
3. Operations process 8
4. Quality 3
5. Capacity planning 2
6. Conclusion 2
7. Presentation, reference 4

and a subjective view by the lecturer

on your overall understanding of the task

**TOTAL\*  */25***

Overall Comments:

\* The total represents a judgment of the whole piece of work in fulfilling the criteria in the Subject Guide. This may not exactly agree with the sum of the items.