

Operations management topics essay



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The questionnaire expanded on the concepts covered in lectures from the six points of functionality, appearance, reliability, durability, recovery and contact, to 18 determinants listed in Appendix 3. 2. The results of these can be found in the questionnaire. Functionality – London Zoo has shifted its priorities over the years from being primarily an attraction (a day out) to now a more intellectual exhibition focussing on animal conservation and well-being.

This is highlighted with its most recent expansions in capital development and shifts in mission statement. The number of animals has been downsized inline with popularity. It is also interesting to note high scoring values for care of animals and conservation organisation and education experience. Appearance – London Zoo scored very low on its appearance; which could be a result of the expense required for renovation as many of its buildings are listed. Cleanliness and tidiness when the park is quiet is very good, but lacks when the park is busy.

Reliability – London Zoo consistently performs well over time, however quality decreases as visitor numbers increases especially in access, free movement, parking, conservation organisation, cleanliness and tidiness, time queuing. Durability – The service is suffering from restricted finances, hard financial climates, low visitor numbers, and increased competition. The durability of London Zoo is very low; and without private funding there would be large deficits.

Recovery – Some problems at London Zoo are easy to rectify and steps have been taken already operationally to restructure the organisation and so

forth. However with the financial restrictions, expanding attractions is costly and the organisation are struggling just to operate. Contact – Contact with staff is very low; but seems to increase with visitors, perhaps staff visibility is higher when the park is busier. However contact with customers is good; as the majority rate contact friendly.

Inspection – finished product inspection, inspection of purchased components, inspection of materials. Sampling (SQC – setting standards for acceptance) Quality Control – Statistical Process Control – performance must retain within boundaries of acceptability. Process Variability needs to be Accurate and Precise. Quality Assurance – Operational procedures, Inspection procedures, maintenance, transport and storage, management procedures, management structure, traceability.

ISO 9000 Approach – quality systems three levels – company quality manual, procedures manual, work instructions – say what you do, do what you say, audit and improve. Total Quality Management: Meet customer needs and expectations, covers all parts and staff of the organisation, considers all costs related to quality and takes every opp to get things right, develops systems for quality and improvement and always looking for continuous improvement. Internal Customer Supplier Concept: Between each process, the requirements of the customer process must be understood and met by the supplier process.

Measures have been put in place to improve Quality Assurance, such as management procedures and structures, and clearly with cost cutting measures, these will come with reviewing and auditing operational

procedures. Attempts at TQM by evaluating customer needs and expectations have been made; with progress on transforming the concept of the zoo from primarily being a day out to an educational experience. With taking 18 key quality factors it is clear the management are trying to achieve TQM; to ensure costs remain low and satisfaction remains high for repeat visitors.