

Romeo Engine Plant (REP)

Your role will be that of a management consultant. You will analyse the case and prepare a report for the board of directors/ senior leadership of the organisation addressing the following questions/ concerns:

Case questions:

1. What were the main objectives of REP's manufacturing strategy?
2. What specific initiatives did the management of REP implement to achieve these objectives?
3. What management control and feedback systems were in place at REP? How did these management control systems assist with the implementation REP's overall manufacturing strategy?
4. What were the most significant differences between Romeo and other engine plants in terms of management control strategies?
5. Contrast REP's cost control technique with budget-variance analysis conducted at other plants?
6. Evaluate the strengths and weaknesses of REP's Total quality Management (TQM) implementation. What, if any, improvements would you suggest?

Note from the CE:

The following questions have been raised by some teams:

1. How can we make recommendations based on the above? They are just four/ five questions to which we need to find answers. Relative weight of the questions?
2. How do we use scholarly journal articles? Just brainstorming solutions after reading the case seems to be enough.

Reply to Q1: Your assignment will be in the form of a management consulting report [so the questions/ concerns would be addressed in an integrated fashion seamlessly within the report], not just a sequential answering of them like in an exam script. The recommendations will arise out of the analyses made to address some of the questions. The final recommendation section should only include the most crucial recommendations (i.e., the key ones) that are clearly practical, actionable and may be written in bullet points [no long discussions expected here; analyses and discussions were part of the main body of the report].

Also, there is no set mark/ weight for each question (like 15/100, 20/100, etc.). Some questions are straightforward and some require the whole team to think and come up with a group solution. So, spend your words judiciously on various questions given their relative complexity (as word count will be strictly enforced).

Reply to Q2: Remember, as management consultants, your product is your report and you 'gotta' sell it; build enough reputation around it so that you get other 'projects' from the same client in the future. That's why, while your ideas are great, they need to be backed up/ substantiated by solid research that demonstrates your depth of knowledge and broader awareness of the topic area.