



**UNIVERSITI TUN HUSSEIN ONN
MALAYSIA**

**FINAL EXAMINATION
SEMESTER II
SESSION 2010/2011**

SUBJECT NAME : OPERATIONS STRATEGY
SUBJECT CODE : BPC 4103
COURSE : 4BPB
EXAMINATION DATE : APRIL/MAY 2011
DURATION : 2 HOURS 30 MINUTES
INSTRUCTIONS : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS 3 PAGES

- Q1 The broad subject of supply networks has been of the most fashionable concepts with operations strategy over the past few years.
- (a) Describe supply network strategy. (5 marks)
 - (b) Describe the argument for and against outsourcing. (5 marks)
 - (c) Explain how partnerships relationships seek to gain the ‘best of both world’. (10 marks)
- Q2
- (a) Explain why the way in which companies develop their products and services is so important (5 marks)
 - (b) Compare the differences between managing large ‘breakthrough’ improvement and managing continuous improvement using an example for each. (10 marks)
 - (c) (i) Explain what does “fit” means in the treatment of operations strategy formulation.
 (ii) Illustrate “fit” in a sketch diagram. (5 marks)
 - (d) Describe how should a manufacturing company judge the effectiveness of the product and service development process in terms of fulfilling the market requirements. (10 marks)

- Q3
- (a) Explain the various competitive dimensions under which firms compete.
(5 marks)
 - (b) Labour costs reduction is among the main justification for decision of adoption of latest technology. Justify strategically the use of modern technology in the manufacturing process.
(10 marks)
 - (c) Describe how the requirements of market influence operations strategy.
(5 marks)
 - (d) Differentiate between the 'content' and the 'process of operations strategy'.
(5 marks)

- Q4
- The mission statement of Sapura Nokia Software (SNS) states that it strives to be the first-choice, best-in-class provider of integrated mobile and Internet solutions that are specifically tailored to meet their customer's business needs. SNS believes in utmost integrity and commitment in delivering its products on time utilizing quality indices and best practice processes to ensure the highest degree of customer satisfaction.
- (a) Decide and describe the type of information or strategic operations decision areas that should be included in the operations strategy for Sapura Nokia Software.
(5 marks)
 - (b) Basing on the competitive strategy, decide and describe the performance objectives you would use in the operations strategy.
(5 marks)
 - (c) Illustrate in an operation strategy matrix, how Sapura Nokia Software's competitive strategy is related to operations strategy.
(10 marks)
 - (d) Explain what the formulation process is trying to achieve, in term of the operations strategy matrix.
(5 marks)

END OF QUESTION PAPER