



**UNIVERSITI TUN HUSSEIN ONN
MALAYSIA**

**FINAL EXAMINATION
SEMESTER I
SESSION 2009/2010**

SUBJECT NAME	:	OPERATIONAL STRATEGY
CODE OF SUBJECT	:	BPC 4103
COURSE	:	4 BPB
EXAMINATION DATE	:	NOVEMBER 2009
DURATION	:	2 HOURS 30 MINUTES
INSTRUCTION	:	ANSWER ALL QUESTIONS

KERTAS SOALAN INI MENGANDUNGI 3 MUKA SURAT

- Q 1 Explain the use of benchmarking and its limitation. (5 marks)
- Q2 Discuss the **FOUR (4)** generic issues in using performance measurement. (4 marks)
- Q3 Give **SIX (6)** reasons why product and service development is seen as increasingly strategically important. (6 marks)
- Q4 Develop the use of the idea of the funnel of development in reality with an example. (6 marks)
- Q5 Provide a typical 'stage model' of product and service development process. (8 marks)
- Q6 Delays in 'Time to Market' usually delay the financial break-even point far more than the delay in the Time to market. Illustrate these in a graph showing the graph of sales revenue and cash flow against time indicating :
- (i) the delay in time to market
 - (ii) the delay in financial break-even and
 - (iii) the changes in development costs due to the delayed project.
- (10 marks)
- Q7 (a) Describe what is sustainable alignment. (3 marks)
- (b) Explain why sustainable is so important. (3 marks)
- (c) Explain what does "fit" means in the treatment of operations strategy formulation aided with illustration. (8 marks)
- Q8 State **FOUR (4)** key features of Kaizen. (4 marks)
- Q9 Self-Assessment is a comprehensive, systematic and regular review by an organization of its activities and results referenced against the EFQM Excellence Model.
- Explain **FOUR (4)** benefits of using the model for self-assessment. (8 marks)

Q10 State **FIVE (5)** significant issues connected with the implementation of ERP packages.
(5 marks)

Q11 There are number of ways a firm may choose to compete. Different markets with different customer groups and competitor behaviour will all produce a different set of competitive options. However, according to the leading academic Michael Porter's strategy, there are broadly three 'generic' types of competitive strategies underneath them, which describe how companies present themselves (or their products and services) to their customers in comparison with their competitors. This offers a very useful external perspective on sustainable advantage.

Explain these **THREE (3)** 'generic' types of competitive advantage.

(10 marks)

Q12 Satay Food Ltd., is an Asian food service company selling the unique satay, a popular Southeast Asian cuisine.

To strengthen its appeal to younger customers, Satay Food Sdn. Bhd. gave its outlets a new decor. They have also enriched the menu and used new tableware to bring a better consumption experience to their customers. The chain restaurant has grown gradually and with the opening of new outlets. At present, the operation is supported by about 300 staff.

The chain restaurant captures an average of 200,000 patrons per month, citing the availability of delicious food at affordable price and the provision of quality services as the major factors. Indeed, the operation of the chain restaurant is supported by the effective management system put in place for a long time. Business starters may think that it is too risky to put in a large investment. However, the owner of this Company, without hesitation, introduced an electronic ordering system. It cost RM40,000 to acquire handheld devices and related software for each outlet to support the operation. With the application of the system, waiters can send orders to kitchen via their handheld devices. It helps increase the efficiency and speed of service, and as such, the owner thinks that the move is justified.

(a) State decision areas that should be included in an operations strategy for Satay Food Sdn. Bhd.

(5 marks)

(b) Describe performance objectives you would use and illustrate how you would relate these to the decision areas for market competitiveness.

(5 marks)

(c) Describe an operation strategy that can be developed, you may use either the Hill frameworks or Platts-Gregory procedure, which 'fits' into Satay Food Sdn. Bhd's overall business strategy.

(10 marks)

END OF QUESTION PAPER