

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY



FACULTY OF INDUSTRIAL TECHNOLOGY

DEPARTMENT OF INDUSTRIAL AND MANUFACTURING ENGINEERING

Master of Engineering in Manufacturing Systems and Operations Management

Main Examination

COURSE : MANUFACTURING STRATEGY

CODE : TIE 6211

DATE : January 2013

DURATION : 3hrs 30mins

INSTRUCTIONS AND INFORMATION TO CANDIDATE

1. Answer all questions in **Section A** and any other **three (3)** questions in **Section B**.
 2. Section A carries **40 marks**.
 3. All other questions carry **20 marks** each.
 4. This paper contains seven (7) questions.
 5. There are three (3) printed pages.
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REQUIREMENTS

1. Case Study

SECTION A: CASE STUDY Domino's India Logistics Management

QUESTION 1

Why did Domino's decide to revamp its supply chain operations in India? How was the new logistics model superior than the old model? Briefly explain the benefits Domino's derived after the revamp. [10]

QUESTION 2

Analysts felt that Domino's took a clue from McDonald's supply chain model in India. Compare the supply chain models of both companies. Why do you think Domino's model was considered more complicated? [10]

QUESTION 3

Discuss briefly the relationship between supply chain management as a strategy and the term responsiveness. [20]

SECTION B

QUESTION 4

- a) Discuss briefly Order Qualifying Criteria (OQC) and Order Winning Criteria (OWC). [8]
- b) Briefly discuss the three competitive performance objectives being used by your company. (support your answers with tangible facts) [12]

QUESTION 5

- a) Discuss briefly five performance measurements used in your organization for the manufacturing or operations department? [10]
- b) Briefly discuss how the five performance measures you described in a) relate to the overall company strategy? [10]

QUESTION 6

- a) What are the five potential conflicts between marketing and manufacturing functions which affect strategic achievement of your company? [10]
- b) How would you solve potential conflict between accounting and manufacturing functions in your company? [10]

QUESTION 7

- a) What are the effects of process choice on strategy of your company [10]
- b) Discuss briefly the contribution of Material Resource Planning (MRP II) and Just in Time (JIT) philosophy on the Competitive Performance objective. [10]

QUESTION 8

- a) Discuss briefly balanced scorecard? [10]
- b) How does Lean Manufacturing strategy impact on responsiveness? [10]

END OF EXAM

