

ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)  
ORGANISATION OF ISLAMIC COOPERATION (OIC)

**DEPARTMENT OF BUSINESS AND TECHNOLOGY MANAGEMENT**

Mid-Semester Examination

Summer Semester, A. Y. 2022-2023

Course No. : BTM 4633

Time : 1.5 Hours

Course Title : Strategic Operations Management

Full Marks : 75

Answer all **3 (three)** questions. All questions carry equal marks. Marks in the margin indicate full marks. Do not write on this question paper.

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1. a) What is operations strategy in terms of manufacturing and service? Demonstrate the model of tactical and strategic concern in manufacturing operations. 08 (CO1) (PO1)
- b) 'Strategic resonance is more than strategic fit.' Analyze this statement. How do resource-based and market-led strategies integrate with strategic resonance? 10 (CO2) (PO3)
- c) An organization needs to view its operations as a 'core competence' and 'distinctive capability' to compete its rivalries. Do you agree with this statement? Give opinion. 07 (CO2) (PO3)
2. a) It is a commonplace to hear managers and chairmen of companies say that 'people are our biggest asset' – but often this is nothing more than words. In what ways can people make a difference to the way a business operates – and how can this potential be realized using HR issues in strategic operations management? 10 (CO1) (PO1)
- b) Illustrate the key capabilities to manage innovation in terms of strategic focus & direction, implementation, innovative people & organization and effective linkage. 08 (CO2) (PO3)
- c) How can opportunities become quickly exploited and how can the firm's capabilities help to ward off external threats from new and existing players? Should a firm outsource some of its activities, and if so why, where and how? 07 (CO1) (PO1)
3. a) Define lean production, mass customization and agile manufacturing approach. 05 (CO1) (PO1)
- b) **Operations strategy in action** 20 (CO2) (PO3)
- Victoria Clippers are some of the world's quickest catamarans; in fact, the Victoria Clipper IV's turbojet service makes it the fastest passenger ferry in North America. The speed of the clipper ships during the 71-mile voyage between Victoria (the capital of Vancouver Island on the north-west coast of Canada) and Seattle is 25 to 45 knots (about 28 to 53 miles per hour), enabling them to complete the journey in two to three hours. These unique Clipper Ferries operate between Seattle, the San Juan Islands, Victoria and Vancouver. The service is renowned for not only its speed, but also its comfort, reliability, frequency and low cost. It makes perfect sense for holidaymakers who can leave the car behind in the gridlock that is sometimes Seattle, and island hop between the beautiful islands. It is also the favored route of many business travelers and commuters who either live on the many islands or travel between Vancouver City and

Seattle. What better way might there be to arrive at work? Sitting on a 'float plane' in the comfort of the vast viewing areas (on the sundeck or inside) watching Orca whales and bald eagles circling the stunning vegetation of the many coves and islands. With towering trees and snow-capped Mount Rainier as a backdrop, as an attendant serves you in your seat. It is a unique travel experience. And all this for less than a rail commuter would pay to travel from the Home Counties to London. Because so little of these aluminum alloy catamarans lies below the water line, they are remarkably easy to handle and provide both a fast and smooth ride. These are also large ships. The latest Clipper IV carries 350 passengers and is 132 feet from stem to stern with a cruising range of 346 nautical miles. There are 12 ferries in the fleet and they sail four times a day between Seattle, Vancouver and Victoria. In addition, there are departures twice a day from each of these cities that stop off at the various islands and other coastal towns. Coordination of these services is vital. All the departures of Clippers ferries have to be closely coordinated with all the booking services and reservations for both pedestrian and car passengers. Many of the ferry sailing's link up with local motor coach companies, small seaplane services, Heli jet flights and Amtrak Railways that will drive on and off and take passengers to destinations further afield such as Portland in Oregon, the Canadian Rockies and the Whistler Ski Resort. Operations management is a key concern for Clipper Navigation. As their Vice-President for Operations, Tom Morris remarks: The coordination and management of these interconnected operations is vital to us. But it is not just a matter of internal operations, the success of our services relies heavily upon our partners, both horizontal and vertical.

**Answer the following questions:**

- i. How would you describe the product and service combination supplied by Clipper Navigation?
- ii. Describe the main subsystems of the Clipper operations. Can you group the vital activities under particular headings?
- iii. Their VP for operations mentions the importance of horizontal and vertical partners. What products and services might these provide and what is the essential difference between the two categories?
- iv. Think about the need for flexibility necessary for Clipper Navigation. As we have seen, flexibility is a matter of both an internal and external response. What are the particular operational activities vital to ensure this flexibility? Can they be improved? Could the organization use demand data and information to better plan operations?