

**Select four of the following questions.**

1. Toyota is well known for Just-In-Time production, but this is only a building block of the larger production philosophy that it calls the Toyota Production System (TPS). On 1 May 1992, Doug Friesen, manager of assembly at the company's Georgetown, Kentucky Plant, is concerned about problems with seat installation and wonders how best to resolve them and to which he should give highest priority. With sales approaching plant capacity, it is crucial that Friesen choose the most effective path in light of TPS and the realities of the plant organization. As Doug Friesen, what would you do to address the seat problem? Where would you focus your attention and solution efforts?
2. Headquartered in Basel, Switzerland, Roche is one of the world's leading research-focused healthcare groups in the fields of pharmaceuticals and diagnostics. The company's antiviral drug Tamiflu dominates the market for prevention and treatment of seasonal influenza (flu). Tamiflu however could also play an important role in responding to the first wave of a pandemic caused by a harmful strain of the influenza virus A. The use of Tamiflu in such a crisis would allow the world to respond immediately, rather than having to wait for development of a vaccine which had limitations in its effectiveness. Managing supply is particularly challenging for three reasons. First, demand for stockpile quantities is spiky and uncertain, and governments placing orders expect lead times to be short. Second, lead times for increasing capacity are long, as are lead times for drug production and encapsulation. Last, media coverage and press releases made by governments could negatively impact the corporate reputation of the company. How might the current global situation evolve and how might that evolution affect Roche and its supply network?
3. Discuss the rationale behind the original distribution setup of LEGO. Why should LEGO change it now? What are the advantages of a fully integrated system centralized in an Eastern European location? What are the disadvantages and risks associated with this transformation? What are the reasons to change the distribution from a network of local warehouses to a central warehouse in Prague?
4. What are the complexities involved in factoring out the effect of customs and duties in designing the supply network of Logan (i.e., where to build the CKD parts and CBU, and what markets to serve from what sites?) Should Renault build all CKDs in Romania, or should they source CKDs locally?
5. In January 2003, Tom Taylor, Amazon.com's Director of European Supply Chain Operations, sat in his office in Slough, United Kingdom, and pondered what changes Amazon needed to make to sustain its growth in Europe. Did Amazon need three independent distribution centers in the UK, Germany and France or could it build a European distribution network (EDN) where the location of inventory would be strategically, rather than geographically,

# Operations Management Midterm Exam Answers Squaze

**S Marginson**



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