

1. Termienmäärittelyt, à 1p = 6p
 - a. ERP, Enterprise Resource Planning
 - b. Consignment Stock
 - c. BPR, Business Process Re-engineering
 - d. ABC-inventory control
 - e. First and second-tier suppliers
 - f. SLA
2. Brief answers = 5p
 - a. Key decision areas of operations strategy = 3p
 - b. Something about QM. Define technical quality, process quality and Big Quality. = 2p
3. Essay, inventory. Describe why inventories are sometimes necessary and what problems do they cause. What are the costs related to inventory and especially the lean water level example about too high stock level concealing inefficiencies in processes. How would you go about as the operations manager in industrial company to lower inventories? = 6p
4. Product example, this time it was a cleaning swab with handle. = 13p
 - a. Where to collect the input of QDF (the whats) and how would you go about collecting them. Give some examples of possible outputs (the hows) for this product. = 2p
 - b. Draw graphical BOM for this product = 1p
 - c. Would you produce this with make-to-stock or make-to-order or some other model? Why? = 2p
 - d. What kind of production process and layout would you use? Why? 4p
 - e. Define mass customization. Give examples how it could be used in this product. How would this benefit the production and the customers? = 3p
 - f. If the other swab heads would sold in addition to the basic swab (swab head + handle) with an after-sales model, would their demand be independent or dependent? = 1p