



# ICM

SEPTEMBER 2015

OPERATIONS MANAGEMENT

**Instructions to candidates:**

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
- b) The exam paper consists of TWO parts
- c) Marks for each question are shown in [ ]
- d) Part A comprises **TWO** compulsory short answer questions and is worth **30%** of the final mark. It is recommended that you spend approximately ONE hour on Part A, which includes planning and checking your answers
- e) Part B comprises **TWO** compulsory questions and is related to the pre-issued case study that you will have analysed before entering the examination room. This part is worth **55%** of the final mark. It is recommended that you spend approximately TWO hours on Part B, which includes planning and checking your answers
- f) **You are allowed to bring into the examination up to two pages (four sides) of A4 notes. Your prepared notes will count for 15% of the overall marks for this unit. These notes should be handed in and securely attached to your examination script at the end of the examination period**

**PART A: Answer ALL questions in this section (total marks 30%)**

- 1. The design of products and services is a fundamental aspect of operations management. Explain the process of product and service design and analyse critically how this process helps to shape the organisation's competitive position. [15]
- 2. How can operations measure their performance in terms of the five performance objectives: quality, speed, dependability, flexibility and cost? Analyse the relationship between these specific objectives and the setting of broader strategic objectives. [15]

**PART B: Answer ALL questions in this section (total marks 55%)**

**The following questions relate to the pre-issued case study, which is attached to this examination paper.**

- 3. Critically examine the response of the case study organisation to changes in the marketplace and in the technologies underpinning their product or service range. Analyse in depth the developments in design and process that have been necessitated by these changes in the external environment. [27]
- 4. How does the case study organisation apply operations management theory to facilitate the transformation required to successfully address a global market in a time of technological as well as socio-economic change? [28]

