



ICM

DECEMBER 2016

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 examination 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 answer script at the end of the examination period**

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

1. Just-in-Time (JIT) is an accepted method of planning and control in operations management. Outline the key principles of JIT and analyse the benefits and shortcomings of this approach in the setting of performance objectives and to the delivery of efficiency and competitive behaviour in the achievement of those objectives. [15]
2. The five performance objectives of quality, speed, dependability, flexibility and cost are central to effective operations management. Explain in depth the significance of the relationship between these specific objectives and the broader strategic objectives of an organisation. [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. Supply chain management involves a variety of important relationships. Identify the key characteristics of supply chain management, focusing on the importance of linkages and relationships. With detailed reference to the case study evaluate the comparative importance of those relationships in terms of their impact on operations management. [28]
4. 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]