



ICM

JUNE 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. Operations managers translate the strategic direction of an organisation into operational action. Discuss the role of operations managers in implementing and delivering strategic goals. [15]
2. Poor business performance is often the result of operations managers not clearly understanding or performing their roles. How can operations managers prioritise improvement of performance 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. Given that failures will occur, operations managers must first have mechanisms in place which ensure that they are aware that a failure has occurred and, second, have procedures in place which analyse the failure to find out its root cause. Discuss this observation in the context of the case study organisation. [27]
4. Total Quality Management (TQM) places a heavy emphasis on the ideas of problem solving and continuous improvement. In the context of the case study organisation, discuss the role of operations managers in delivering TQM. [28]