



# ICM

MARCH 2017

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. There are several causes of operational failure, including design failures, facilities failure, staff failure, supplier failure, customer failure and environmental disruption. Discuss the role of the operations manager in preventing or mitigating the impact of these potential or actual failures on the business. [15]
2. Empowerment, teamwork and flexible working are all important influences on how jobs are designed. Analyse and evaluate the importance of these considerations when operations managers design and plan roles and tasks in the business. [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. Total quality management (TQM) was one of the earliest management 'fashions' and more recently has suffered from a backlash, but the general precepts and principles of TQM are still influential. It is an approach that puts quality (and indeed improvement generally) at the heart of everything that is done by an operation. With detailed reference to the case study, evaluate the importance of TQM as a means of implementing continuous improvement. [28]
4. Operations managers do not need to know the technical details of all technologies but they do need to know the answers to four key questions:
  - What does it do?
  - How does it do it?
  - What advantages does it give?
  - What constraints does it impose?Discuss the significance of these questions, with reference to the case study. [27]