

**UNIVERSITY OF BOLTON**

**BOLTON BUSINESS SCHOOL**

**BA HONS IN BUSINESS ADMINISTRATION (DL)**

**KL INTAKE 22**

**SEMESTER 1 EXAMINATIONS 2008/2009**

**STRATEGIC OPERATIONS MANAGEMENT**

**MODULE NO: BST3010DL**

Date: 06/12/08

Time: 3 hours

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**INSTRUCTIONS TO CANDIDATES:**

There are SIX questions on this paper.

Answer FOUR questions in total.

All questions carry equal marks.

This is an “open book” examination, no textbooks or study guides may be used.

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Semester 1 Examination 2008/2009  
Strategic Operations Management  
Module No. BST3010DL

**Question 1**

**(a) Using examples, outline two elements that form the strategy of an organisation. (15 Marks)**

Elements are expected:

1. Mission
2. Vision
3. Core Competences
4. Strategic Architecture

**(b) Describe the use of a formal scheduling system in managing operations. (10 marks)**

Formal scheduling systems include one of the following:

- 1) Manufacturing Resource Planning (MRP II)
- 2) Optimised Production Technology
- 3) Just-In-Time
- 4) Inventory Management

**Question 2**

**(a) Define and critically evaluate the main issues of planning and control in Strategic Operations Management. (15 marks)**

Issues could be:

Definition and explain of planning and control **(3 marks)**

Description of what is involved in each of main issues **(12 marks)**

- Loading
- Sequencing
- Scheduling
- Monitoring
- Capacity planning
- Facilities Layout
- Location planning

**Question 2 continued over  
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**Question 2 continued**

- (b) Using examples, explain the importance of the planning and control to achieve defined strategic objectives. (10 marks)**

Explain the importance of the planning and control **(2 marks)**

Strategic activities **(2 marks for each, total 8 marks):**

- Inventory control
- Supply chain management
- TPM and TQM
- Examples

**Question 3**

Mary is setting up a new nationwide consultancy specialising in Strategic Operations Management (SOP). Although she has a few direct employees, the growth will come mainly by creating a 'virtual organisation' comprising a network of small companies specialising in particular aspects of SOM.

**Critically identify and discuss the difficulties that might arise when leading a 'virtual organisation' and how these might be overcome. (25 marks)**

**Question 4**

- (a) Define and appraise the most significant concept behind Lean production. (5 marks)**

- (b) Applying this concept, critically identify the differences between traditional production and lean production in the areas of:**

- Cost reduction
- Supplier relationships
- Customer responses
- Quality issues
- Empower of employees

Issues are: **(4 marks for each area) (20 marks)**

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**Question 5**

1. One of the main reasons that mergers do not work is because people issues, and in particular organisational culture and internal communication, are not addressed effectively.

**Critically evaluate and discuss this statement by reference to good practice in communicating during organisational change.**

**(25 marks)**

**Question 6**

- (a) Describe and analyse the four main types of operational risks

**The four main operational risks are:**

- 1) people – human error
- 2) Process – inadequate or ineffectual processes
- 3) Technology/systems
- 4) Environmental risks
- 5) Examples

**(10 marks)**

- (b) Identify and discuss the internal and external factors that affect two of the above types of operational risks

**(15 marks)**

**END OF QUESTIONS**