

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS  
Cambridge International Diploma in Management  
Professional Level

**MANAGING OPERATIONS**

**4177/01**

**4250/01**

Optional Module

Valid between 1 January 2004 and 31 December 2004

**READ THESE INSTRUCTIONS FIRST**

You should read the assignment carefully

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The length of the assignment must be between 2000 and 3000 words.

This document consists of **3** printed pages.



**Professional Diploma Module 4177/4250****Managing Operations – Optional Module****Title: Improving Operations**

The assignment should be prepared in the form of a professional consultancy document that could be presented to the senior management of the organisation that the candidate works for. Candidates should **not** answer each section separately but rather present a coherent report encompassing all of the tasks given below.

Candidates are expected to draw on appropriate research, breadth of academic reading, application of theory to practice and presentation skills. The report should use the number of words as given on the front cover and have any necessary supplementary information attached in appendices.

1. Briefly describe the department in which you work, explaining the products or services provided, the personnel and key customers (internal and external) and how the work of the department contributes to the overall strategy of the organisation. Include a brief overview of the operational activity, including at least the inputs, processes and outputs, and an overview of the supply chain. Show how materials and other resources flow through the operation as a whole. You may use diagrammatic and graphical presentation to support your descriptions.
2. Identify the production and / or information flow through the department, the critical path and the potential bottlenecks.
3. Using the above information and your operational requirements for the immediate future, prepare a process document for the key activities within the overall operational activity, which reflects at least the following:
  - Identified critical path and bottlenecks
  - Agreed standards of performance and specifications within each part of the process
  - The purpose, scope, references, definitions and procedure of the process
  - Quality & Health and Safety compliance
  - Operational capacity
  - Operational plan
  - Resource requirements
  - Customer relations management
4. Identify areas for improvement and summarise these, clearly showing the proposed changes to be made and how they will impact on the processes and outcomes. Include a plan for monitoring success and show how the staff, equipment and stock will be managed.

### 3

5. Present your findings to your manager and seek feedback. Reflect on this feedback and incorporate any changes to your original proposal that you think will improve operations.

You must include in your assignment all documentation, notes and materials generated from each stage.

You are not expected to include confidential information on your organisation, its personnel or performance.