

UNIVERSITY OF BRADFORD

MSc OPERATIONS MANAGEMENT

MAN4514M

07 January 2013

13:00 – 14:30 hours

This is a **CLOSED BOOK** examination

This examination consists of a single case study (copy attached) which you have already had time to read and consider in the context of operations management. There is one question and you should take time to read the question thoroughly to ensure that your answer addresses each element of the question. You are **NOT** allowed to use any notes or annotated material during this examination.

Do not write any notes on the case study attached to this paper. The examination paper and case study must **NOT** be removed from the examination room.
Any rough notes should be made in the answer book provided.

Attachments: The pursuit of Competitive Advantage: The case of Jordan's Grand Prix.

Case Study Question 1 of 1.

You have had time to analyse the Jordan's Formula 1 Case Study and a copy is attached to this Exam Paper. Formula 1 racing provides a compressed version of the management of any product and the contribution of operations management to its success.

- From your analysis of the case study present a typical life cycle analysis of a Formula 1 team's product.
- Define the key operational areas of Jordan's, and discuss how the basic principles of operations management shown in Table 1 are applied to Formula 1 racing, and how the focus on different aspects will change throughout the life cycle.
- Populate the generic Performance Pyramid shown in the case study with specific performance measures and show how the emphasis may change during the life cycle of the product.

It is important that you pay particular attention to how the core performance measures of Speed, Quality, Flexibility, Dependability and Cost will apply at different stages of the product life cycle.

Manufacture/Service	What elements apply to Jordan? Where? When?
Product/Process Design	How are these linked through operations?
Variety & Flexibility	Do they have a variety problem?
Capacity Management/Project Management	What are the key issues and how are they being addressed?
Planning & Control/Supply Chain Management	How are Jordan Managing this? What are the most important features?
Quality Management	What is the role of Quality Management and what does it mean in the context of F1?
Process/ Operations Improvement	How would you manage this if you were the head of an F1 Team? Where should Jordan go next?
Risk Management	What are the key risks? What is the process for managing them?