

**STRATEGIC AND OPERATIONS MANAGEMENT
JUNE 2004**

The examination paper is divided into TWO Sections. Section A is compulsory and carries 40 marks. Candidates should attempt THREE questions from Section B, all of which carry 20 marks each.

You should allow yourself approximately 70 minutes in total to answer the questions in Section A, and 35 minutes for each of the questions attempted in Section B.

Thursday morning 3rd June 2004

Time allowed: 3 hours

SECTION A

(Compulsory – answer all parts of this question)

1. (a) Outline either Deal and Kennedy's or Harrison's model of generic cultural types. *(4 marks)*
 - (b) Summarise the key contributions of an author of your choice to the concept of quality in organisations. *(4 marks)*
 - (c) Explain, using an example, the role of inventory management. *(4 marks)*
 - (d) Describe, using an example, what is meant by the term 'groupthink'. *(4 marks)*
 - (e) Distinguish between strategic 'fit' and 'stretch'. *(4 marks)*
 - (f) Identify TWO issues that arise when an organisation adopts a matrix form of structure. *(4 marks)*
 - (g) Describe TWO approaches to increasing employee motivation through job design. *(4 marks)*
 - (h) Define what is meant by the term 'Critical Success Factors' (CSFs) and outline the main steps in analysing CSFs. *(4 marks)*
 - (i) Outline the key points to consider when undertaking a market segmentation analysis. *(4 marks)*
 - (j) Outline TWO types of information system in use in organisations. *(4 marks)*
- (Total: 40 marks)*

SECTION B

(Answer THREE questions only from this section)

2. 'You can only change a culture as far as the inherent values of the organisation will allow.'

Bones, C, (September 2003), 'From My Desk', Human Resources Magazine.

Critically evaluate this statement, using examples from an organisation with which you are familiar. *(20 marks)*

3. 'Although it is generally agreed that money is a major mechanism for rewarding and modifying behaviour in organisations, very little is known about how it works.'

Handy, C, (1993) 'Understanding Organisations'.

Evaluate this statement by reference to motivational theory and use examples to illustrate your answer. *(20 marks)*

4. (a) Discuss the options available to an organisation seeking to diversify its business. *(10 marks)*

(b) Explain why the benefits of diversification may be difficult to realise in practice. *(10 marks)*

(Total: 20 marks)

5. It has been argued that the Higgs Review has focused too much on compliance and that '...the comments on board training are rhetoric and not backed by strong recommendations.'

Garratt, B, (July 2003), 'Board Game', People Management.

(a) Outline the main elements of the board's role in relation to strategy and performance. *(10 marks)*

(b) Outline the key components of leadership upon which a programme of board training might focus. *(10 marks)*

(Total: 20 marks)

6. (a) Outline the issues that arise when measuring organisational effectiveness. *(10 marks)*

(b) How might the impact of corporate social responsibility on corporate performance be measured? *(10 marks)*

(Total: 20 marks)