

Planning the whole system: operations strategy

A Level 9.3 Decisions, IT and AI · flexibility · ERP · lean production · critical path analysis

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Running case: Holloway Ceramics · 60 minutes

How this topic is examined

Paper 3 • Decision-making • 60 marks • 1 h 45

Complete nodes; find critical path and duration [1]–[4]

Calculate total and free float [2]–[3]

Calculate ARR for an ERP investment [3]–[4]

Evaluate CPA, ERP or lean production [12]

Paper 4 • Business strategy • 40 marks • 1 h 15

Evaluate an operations strategy over time [20]

Advise on an operations strategy [20]

Use the timeline and data

Link lean, ERP and resources

Typical questions on this topic

Calculate the total float for Activity D. [2]

Evaluate the usefulness of CPA to [business] when planning the project. [12]

Analyse two ways ERP could improve the efficiency of [business]. [8]

Evaluate whether [business] should invest in ERP. [12]

Analyse two likely benefits to [business] of introducing lean production. [8]

By the end of this lecture you can...

- 1 Analyse how resources, IT and AI shape operations decisions.
- 2 Explain flexibility and process innovation.
- 3 Evaluate how ERP improves efficiency.
- 4 Evaluate lean production methods and their limits.
- 5 Draw and use a network: critical path, total and free float.
- 6 Evaluate CPA as a management tool.

END OF PREVIEW

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Full slides, notes handout, revision sheet, practice paper, mark scheme, model answers and answer templates are included with the Exam Masterclass.

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