

Exercise walk-through

2.5

Operations and Personnel

GAC Business

You must be able to

- identify a bottleneck
- distinguish a job description from a person specification
- recommend an operational improvement using process evidence

1

The method

Method — Fix the limiting step

A repair service has one pump for puncture repairs. Registration is fast, but bicycles wait for the pump. The pump is the **bottleneck** 瓶颈. A second pump can increase total capacity more than another receptionist.

Method — Recruit to the role

A **job description** 职位描述 lists tasks and responsibilities. A **person specification** 人员要求 lists the skills and qualities needed to complete those tasks.

2

Practice

Practice 2.1 ■ 1 mark

Define a bottleneck.

Solution 2.1

Worked steps

- The slowest step that limits the whole process. **B1**

Practice 2.2 ■ 1 mark

State which document lists a job's duties.

Solution 2.2

Worked steps

- **Job description** B1

Practice 2.3 ■ 2 marks

Explain why adding staff to a faster step may not raise total capacity.

Solution 2.3

Method: Fix the limiting step — p.4

Worked steps

- The bottleneck still limits output. **B1**
- Faster steps may create more waiting before the bottleneck. **A1**

3

Exam-style

Exam-style 3.1 ■ 4 marks

A repair service promises two-hour turnaround but customers wait for one pump. Recommend one operational change and justify it.

Solution 3.1

Method: Fix the limiting step — p.4

Worked steps

- Buy or provide a second pump. **B1**
- The pump is the bottleneck, so removing that limit allows more repairs at once. **A1** **A1**
- This makes the two-hour promise more achievable. **B1**

Exam-style 3.2 ■ 4 marks

Explain why a clear person specification can improve recruitment.

Solution 3.2

Method: Recruit to the role — p.5

Worked steps

- It identifies the skills and qualities actually needed. **B1**
- Applicants can be compared against consistent criteria. **A1**
- This improves the chance of choosing someone able to complete the role.
A1 B1