



BUS 803

Strategic Operations Management

S2 Day 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Moderator

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By appointment

Credit points

4

Prerequisites

BUS651 or MKTG696 or admission to MActPrac or MCom or MEc or MIntBus prior to 2011

Corequisites

Co-badged status

Unit description

This unit examines the key issues currently facing all service and manufacturing organisations when creating products and services. A primary aim of the unit is to illustrate the principles involved in effectively creating a value proposition and how the value transformation process is managed in the organisation and across the value chain. The unit looks in detail at the link between an organisations' competitive strategy and the management of its operations, design of products and processes, management of supply chains and inventory, management of quality, lean and six sigma philosophies, and continuous improvement techniques.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

To develop an appreciation of the key issues currently facing the manager of an operational functional area

To gain an insight into the appropriate means of applying process based concepts and operational tools and techniques

To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with overall corporate strategy

General Assessment Information

No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of 0 for the task, except for cases in which an application for special consideration is made and approved.

Assessment Details

Class Test: A 60 minute closed-book Class Test . The test will be multiple choice / true-false, short answer and quick calculation type questions and focus on chapters 1,4,10 and 15 of the textbook.

Individual Assignment: An individual assignment will be handed out in week 1. The assignment will comprise a number of short essay and quantitative questions relating to the material covered in chapters 1-17 of the text. **Students are encouraged to complete the questions progressively as the theory is covered each week in class.**

Group Assignment: You may use any industry/sector that you like, however **each group must do a different industry/sector**, so therefore the first group to nominate an industry will be allocated to it. Examples of industry/sectors include:-

- The “information” or telecommunications industry
- Any FMCG or retail industry
- The medical or pharmaceutical industry
- The legal, financial or education services industry
- The automotive industry
- The hospitality industry
- Any other manufacturing or service industry/sector

The primary focus of the project should be on understanding how the value chain operations employed by enterprises within these industries creates value through effective management of intra and inter-enterprise relationships, the creative and innovative utilisation of current and emerging technologies, and the organisation’s

interpretation of process and knowledge management. **You should aim to compare and contrast two companies that operate within the industry, at different ends of the volume-variety spectrum, in terms of their application of the operations management theory discussed in this course.** Initially you should consider the industry value chain and then focus on the value chain of the organisations of your choice.

Typical issues for discussion may include (but should not be limited to):

- What is the transformation process that occurs in the industry?
- How does the industry add value, via its value chain?
- How do different players compare in terms of the 4 V's and their strategic objectives?
- What are the important design issues and how is the design process undertaken?
- How is capacity measured? How is capacity variations dealt with?
- What is the supply network and how is it designed. What are the major supply network issues?
- Does the industry have to deal with forecasting, planning and control issues and if so how is this done?
- Has the industry adopted lean and/or six sigma philosophies and if so how. If not how could it adopt these philosophies?

In limiting research to publicly available material (desk research using secondary sources), the objective is to demonstrate to students the wealth of available information, if one only knows how and where to look.

It is expected you will produce a practical report that relates the theory of the text to your chosen industry. The submission should be between 2,000 and 3,000 words, clearly argued and supported by the current theoretical literature. It must be referenced properly (using the Harvard Style of referencing) to indicate research as well as critical thinking skills.

The emphasis here is on participants developing or honing their skills at clearly and succinctly synthesising material from a variety of sources and expressing this in their own words, in written form. Reports should reflect the participant's own writing style and avoid the use of extensive quotations. Where direct quotations are unavoidable, they must be fully acknowledged (including page number). Finally, the report should be an interesting and informative read, providing useful insights for practicing managers.

Assessment Tasks

Name	Weighting	Due
<u>1. Class Test</u>	10%	Week 5
<u>2. Assignment</u>	25%	Week 12
<u>3. Group Assignment</u>	25%	Week 13
<u>4. Final Examination</u>	40%	See exam timetable

1. Class Test

Due: **Week 5**

Weighting: **10%**

Submission

Text done in class

Extension

Not allowed

Penalties

In class test. See convenor if test is not attempted.

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2. Assignment

Due: **Week 12**

Weighting: **25%**

Submission

Hard copy submitted in class in nominated week

Extension

Not allowed

Penalties

Late submissions will attract a penalty of 5% of the assignment mark per day, unless discussed with the lecturer in advance.

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3. Group Assignment

Due: **Week 13**

Weighting: **25%**

Submission

Hard copy handed in in class in the nominated week

Extension

Not allowed

Penalties

Late submission will attract a penalty of 5% of the assignment mark per day, unless discussed with the lecturer in advance.

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4. Final Examination

Due: **See exam timetable**

Weighting: **40%**

Submission

Attendance at designated venue to be advised

Extension

Discuss with lecturer id supplementary exam required

Penalties

Not applicable

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Delivery and Resources

Classes

- 3 hours face to face lecture, 13 x 3 hour classes and 120 hrs self study
- The timetable for classes can be found at: <http://www.timetables.mq.edu.au/>
- Lecture attendance is mandatory
- Students will complete and submit all assignments on the due dates and sit the final exam to complete the unit satisfactorily.

Required and Recommended Texts and/or Materials

Participants will be expected to read widely and develop their general research skills (not just use the Internet). Many of the issues covered in the topics can be found in business or academic Journals, newspapers and or business periodicals such as the Asia Wall Street Journal, Far East Economic Review, Australian Financial Review, Business Review Weekly, Sydney Morning Herald, The Age, The Australian, etc. A good starting point to source articles is the reference section of relevant journal articles.

The **recommended** textbook for this unit is:

Slack, N, Brandon-Jones A. and Johnston, R,

Operations Management

Pearson Education, 7th edition. 2013, ISBN: 978-0-273-77620-8

See also <http://www.booksites.net/slack>

You may also get a copy of 5th or 6th Editions. If you choose not to purchase the textbook you should pay

close attention to all class sessions and the associated power point slides and readings. This will provide you sufficient information to have the opportunity for a minimum pass grade in the course. The textbook is also available in the library and the key chapters are Ch 1,4,10 and 15.

In support of the lecture materials a selection of additional readings will be made available to the students. These articles represent a starting point for reading and research for each lecture topic and will be provided in accordance with the lecture needs. You will need to consult additional reference material to satisfactorily complete the assignments due in this unit.

Technology Used and Required

Laptop or Tablet Computer to play Supply Chain Game .

Unit Web Page

Course material is available on iLearn <https://ilearn.mq.edu.au>

Unit Schedule

Class	Date	Topic	Content)	Readings	Class Activities	Assessment Due
1	4 th Aug	INTRODUCTION	Operations management; The strategic role and objectives of operations; Operations strategy	Slack et. al. Ch 1,2,3	Class Participation	
2	11 th Aug	DESIGN	Process design; The design of products and services Supply network design; Layout and flow Process technology Job design and work organization	Slack et. al. Ch 4,5	"MQU-ROVER"	
3	18 th Aug			Slack et. al. Ch 7,8,9	Class Participation Paper Plane Game I	

4	25 th Aug	PLANNING AND CONTROL	The nature of planning and control	Slack et. al. Ch 10,11,12	Class participation "Widgets Game"		
			Capacity planning and control				
5	1 st Sep		Inventory planning and control	Slack et. al. Ch 6,13	Class Participation "Inventory Game"		
			Supply chain planning and control				
6	8 th Sept			Slack et. al. Ch 6,13	"BEER GAME" Class Participation		
7	15 th Sept		lean operations and JIT	Slack et. al. Ch 15	Class Participation	Mid term quiz Ch: 1, 4, 10, 15	
Mid Session Break – Monday 22nd September – Friday 3rd October 2014							
9	6 th Oct	Note – Public Holiday - No Class					
8	13 th Oct	IMPROVEMENT	lean operations and JIT	Slack et. al. Ch 15	Class Participation Paper Plane Game II		
10	20 th Oct	IMPROVEMENT	Quality planning and control	Slack et. al. Ch 17	Class Participation RED BEADS"	Wk 10 - Group Presentations	
11	27 th Oct		Project planning and control	Slack et. al. Ch 16	Class Participation "Project Management Game"	Wk 11 - Group Presentations	

12	3 rd Nov		Operations improvement	Slack et. al. Ch 18		Wk 12 -Individual Assignment due Wk 12 - Group Presentations
13	10 th Nov		Making improvement - the TQM approach	Slack et. al. Ch 20	Class Participation	Wk 13 -Group Presentations Wk 13 Group written submissions

Learning and Teaching Activities

Overview

This unit will be taught via the participant-centred, experiential learning method of teaching. “Experiential learning takes place when a person is involved in an activity, then looks back and evaluates it, determines what was useful or important to remember and uses this information to perform another activity” (John Dewey, 1938). Students will participate in lectures, discussions, cases, video cases and experiential exercises in class. Students are advised to attend all lectures and participate in discussions, missing classes and not participating in discussions will affect grades. An outline of the topics and activities that will be covered each week is shown in the unit schedule .

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- To develop an appreciation of the key issues currently facing the manager of an operational functional area

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Assessment tasks

- 1. Class Test
- 2. Assignment
- 3. Group Assignment
- 4. Final Examination

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- To develop an appreciation of the key issues currently facing the manager of an operational functional area
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Assessment tasks

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PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

- To develop an appreciation of the key issues currently facing the manager of an operational functional area
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Assessment tasks

- 2. Assignment
- 3. Group Assignment
- 4. Final Examination

Changes from Previous Offering

There have been no changes since the last offering.

Research and Practice

This unit uses research from external sources.

This unit gives you practice in applying research findings in your assignments.

Additional Readings

The following additional readings supplement the text book and will be provided through eReserve.

Course Notes Class 1:

- Hall, R.W (2000) "Distributed Excellence and the Dell Model", *Association for Manufacturing Excellence*, Target Vol 16, Number 2
- Sull D and Turconi S (2008) "Fast Fashion Lessons" *Business Strategy Review* Summer 2008

Course Notes Class 2:

- Smith, Preston G : Fast Cycle Product Development , *Engineering Management Journal* v2 n2 June 1990.(Note: A Classic)
- Gerst R. (2004) "The Little Known Law", *Six Sigma Forum Magazine* (February 2004)

Course Notes Class 3:

- Shapiro B.P, Rangan V.K, Sviokla J.J (1992) "Staple yourself to an order" *HBR* (July –August

1992) (Note : A HBR Classic!)

Course Notes Class 4:

- Buchanan M,(2005) “Supermodels to the Rescue”, *Strategy and Business Magazine* Issue 38

Course Notes Class 5:

- Lee H, Padmanabhan V, Whang S., “The Bullwhip Effect in Supply Chains”, *Sloan Management Review* , Vol. 38, No. 3, pp. 93–102
- Narayanan V.G and Raman A (2004) “Aligning Incentives in the Supply Chain” *HBR* (November 2004)

Course Notes Class 6:

- Bhatia,N Drew J. (2006) “Applying lean production to the public sector” *McKinsey Quarterly* (June 2006)

Course Notes Class 7:

- Nolan T.W and Provost L.P (1990) “Understanding Variation” *Quality Progress* (May 1990) (Note : A classic on variation in systems)