



MGSM890

Operations Management

Term 2 North Ryde 2018

MGSM Degree Programs

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Disclaimer

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General Information

Unit convenor and teaching staff

Lecturer - Tuesday 6pm North Ryde class

Dr Mehrdokht Pournader

mehrdokht.pournader@mgsm.edu.au

Lecturer - Tuesday 9am North Ryde class

Dr Peter Shi

peter.shi@mq.edu.au

Credit points

4

Prerequisites

Admission to MBA or MMgmt or GradDipMgt or MEngMgt

Corequisites

Co-badged status

Unit description

This unit examines the key issues currently facing all service and manufacturing organisations when creating the 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 will also examine the strategic contribution that operations management can make to the organisation's long-term success. After placing the activities required of the operations manager into a conceptual framework, the practical issues and difficulties in making operations decisions are examined. Included are the areas of product design conversion processes for making goods and services, planning and control, the impact of e-commerce on operations, supply chain management, and improvement activities.

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:

Synthesise a wide array of business operations data and information to make well-informed and financially robust operational, tactical and strategic decisions.

Analyse, create and execute the design, operations planning and control, and improvement processes in light of social, economic and environmental sustainability. Critically reflect on the design, analysis and integration of supply chains. Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Individual contribution</u>	20%	No	Every session
<u>Group presentation</u>	20%	No	Sessions 8-10
<u>Individual case report</u>	20%	No	6pm of Friday, 8 June 2018
<u>Final examination</u>	40%	No	11 - 16 June 2018

Individual contribution

Due: **Every session**

Weighting: **20%**

Your class participation and contribution will be assessed during discussion of class content, exercises and cases. This will be based on the extent to which you appear prepared, the relevance and depth of your comments, reflections on your work experiences or other industry examples, and how you have contributed to the learning experience of the class. Please notify your instructor in advance if you have to miss a class, or if you will be late or leaving early from class.

Assessment criteria:

- Be prepared with class readings before each session
- Work effectively in groups to solve cases and industry questions in class
- Actively participate in class discussions and contribute to them using relevant sources, experience and/or extensive knowledge on the topic
- Attend the class on-time and be actively present throughout each session to the end

On successful completion you will be able to:

- Synthesise a wide array of business operations data and information to make well-informed and financially robust operational, tactical and strategic decisions.
- Analyse, create and execute the design, operations planning and control, and improvement processes in light of social, economic and environmental sustainability.

- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Group presentation

Due: **Sessions 8-10**

Weighting: **20%**

Syndicate groups will be assigned by the lecturer on the first day of class. Groups might experience minor changes up until the third week after the start of the term.

Each group should introduce their group representative before week 2 of the term. Group representative will be responsible for communications with the lecturer.

Each syndicate group will be required to (1) research and deliver a 20min presentation to the class on a specific operations management topic, strictly in the service industry, and (2) submit to the lecturer a **soft copy** of the slides before the presentation. The last slide in the presentation should list the specific research sources (e.g. journals, webpages, textbooks, etc.).

The presentation (and slides) should include the following:

- Brief description of the topic(s) to be presented – the suggested topics for each syndicate group are listed in the table of OM topics in the following page. Please note that not all listed topics must be included in the presentation.
- Brief description of one or more **Australian** service firms which have excelled in the application of the selected topic(s). This will also require a very brief description of the organisation and the services it provides. Please note that service firms include: Hospitals, medical clinics, health care providers, call centres, retail stores, schools and universities, IT design and infrastructure, telecommunications providers, utilities providers, government, hotels, aged care providers, child care providers, financial services, banks, architectural firms, engineering consulting, marketing and advertising, transportation and distribution services, etc. The nominated organisation(s) must operate in one or more of these areas and must not be involved in manufacturing or other industry sectors.
- Achievements obtained by each of the organisation(s), that is, a brief description of what it looks like to excel in the selected topic(s) of Operations Management. Present this with as many visual illustrations as possible and add quantifiable outcomes (e.g. dollar savings, lead time reduction, quality improvement, throughput increase, moral enhancement, etc.)
- Action plan or implementation approach followed by each organisation in order to achieve this level of excellence. That is, the set of activities (work packages) planned

and completed by management in each of the organisations – This is the most important part of the presentation and where most of the focus should be placed. The use of a Gantt chart or similar visual display is highly recommended. This section should also include challenges encountered and tactics used by management in order to overcome these challenges

Group

Operations management topics

(must include at least two of the OM tools listed in the topics below)

Relevant textbook section **1** Performance measurement, KPIs, balanced scorecards, cascading of goals and objectives (corporate goals to business unit objectives), business plan deployment Directing the operation **2** Product and process design, simultaneous design, fast service to market, design review process, service launch Directing the operation **3** Process technology, use of technology (e.g. eBusiness, automation) and technology innovation as applied to the provision of service Directing the operation **4** Job design and work organisation, ergonomics, job enrichment, employee empowerment, teamwork Directing the operation **5** Capacity planning and control, inventory planning and control, ERP, level capacity plans, demand management Deliver **6** Supply chain design, managing uncertainty, agile supply chains, supply chain / business continuity Deliver **7** Supply chain collaboration, use of technology to enable visibility, collaboration and short lead times across the supply chain Deliver **8** Lean thinking, lean implementation, waste elimination, value stream mapping, business process re-engineering Deliver **9** Continuous improvement and innovation, Kaizen, quality circles, six sigma, PDCA Development **10** Managing quality of service delivery, lead and lag indicators, TQM, SPC, problem solving process Development

Marking scheme:

- Novelty, originality, and applicability of the report (10%)
- Professionalism in delivery (e.g., engaging the audience, introduction to the problem, seamless flow of presentation (What? Why? How?), maintaining eye contact, satisfactory response to the questions asked by the audience, effective time management in presenting the slides and in Q&A, and design and animations used in the slides) (10%)

In addition to the marking scheme above, each individual is being marked out of 100 for their individual (50/100) and group (50/100) contributions. The details of how this marking is done will be announced in class and on the class iLearn page. If any individual members of a group do not get a full mark on either of their individual or group contributions, their final group project mark will be deducted proportionally. For instance, if a group receives 15 out of 20 for their group project and a specific member receives 80 out of 100 for his/her collective (individual and group) contributions, this individual's final mark will be $15 \times 0.8 = 12$. Group representatives should e-mail the individual and group contributions of each group member confidentially to the lecturer.

No extensions will be granted.

On successful completion you will be able to:

- Synthesise a wide array of business operations data and information to make well-informed and financially robust operational, tactical and strategic decisions.
- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Individual case report

Due: **6pm of Friday, 8 June 2018**

Weighting: **20%**

Students will be required to write an individual report of 5000 words maximum. The most important component of this report is the application of insights, concepts, tools and techniques discussed in class to the student's chosen organisation.

The date of submission is planned after the end of the course to ensure students have the opportunity to review all of the material covered in the subject. Students are required to select and make use of topics studied in class in order to (1) draw links to a chosen organisation's function, department or operation, (2) conduct a gap analysis and (3) elaborate a detailed action plan designed to improve the organisation's operation over a period of 6 – 18 months.

It is highly recommended the chosen organisation be the student's most recent employer to ensure the assignment is kept real and practical. The report should be written in a concise manner and should be structured in the following way:

1. Brief description of chosen organization and section within the organisation, including a description of the input resources, transformation process and output goods and services.

2. Gap analysis

i. Problem or topic definition - This section includes the problem or topic definition which is a statement of what your report is about. It defines the main area of opportunity when comparing the current state of the organisation to the best practice tools and techniques studied in class and discussed in the case study

ii. Description of proposed (future) state - For each of the factors selected in ii, this section includes a description of the intended state (e.g. 3-week work-in-progress inventory decreased to 1-day work-in-progress inventory, unstructured and ad-hoc product design process to a systematic staged design process; low customer centricity to robust voice of customer programs at all levels in the organisation, etc.)

iii. Description of current state - This includes the issues or factors which draw the organisation back and contribute towards inefficiencies, loss of productivity, long lead time, low quality, waste, low morale, etc.

3. Implementation plan - This is the most important part of the report. It must include a Gantt chart showing the detailed activities, activity duration, milestones and responsibilities. The implementation plan shows the step by step approach required to close the gap and reach the

proposed future state. **The selection of the right concepts, tools and techniques is critical to ensure the implementation plan is feasible, pragmatic and real.**

4. References and bibliography

Marking scheme:

- Report formatting and structure compliance (10%)
- Brief description of chosen organization (10%)
- Gap analysis (As is- To be) (30%- 10% each component)
- Implementation plan (40%)
- References and bibliography (10%)

Report format

Case study reports should be typed single-spaced, with normal margins, and Times New Roman 12pt font. Clarity and structure are critical elements of success. Use the available pages wisely and forego dwelling on defining terms that are obvious and already known. The report should be written as a professional business type of report, reflecting its practicality, applicability and relevance to the business.

Submission details

Students are to submit 1 x soft-copy of their individual report on or before the due date as listed in the box above. The soft-copy submission will be submitted to Turnitin via the MGSM890 iLearn portal, a program used to ensure the originality of the work undertaken by the submitter.

Only ONE single file must be submitted with **ALL** attachments, displays and charts included within. This can be submitted as a Microsoft Word document (.docx or .doc). No file attachments, other than the single Microsoft Word file or single Microsoft PowerPoint presentation will be assessed (please ensure all charts are placed in the one Microsoft Word file).

Please ensure your **full name**, **student number**, **unit code** (MGSM890), **unit name** (Operations management), and **lecturer** (Dr. Merhdokht Pournader or Dr. Peter Shi) is clearly visible on the front page of your assignment. **No MGSM individual assignment coversheet is necessary.**

Extensions and penalties:

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved.

On successful completion you will be able to:

- Synthesise a wide array of business operations data and information to make well-informed and financially robust operational, tactical and strategic decisions.
- Analyse, create and execute the design, operations planning and control, and

improvement processes in light of social, economic and environmental sustainability.

- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Final examination

Due: **11 - 16 June 2018**

Weighting: **40%**

Duration: 3 hours plus 10 minutes reading time

Format: Open book final examination

Date: MGSM Term 2 exam week: 11 - 16 June 2018

You are expected to present yourself for examination at the time and place designated in the MGSM examination timetable. The timetable will be available on 25 April 2018

at <https://students.mgsm.edu.au/sydney-students/units/exams/>

The final examination will be **open book** and concern all the material (assigned readings, class lectures, group presentations and classroom discussions) from the entire unit. The specific format of the exam will be explained in the last class of the term. You can use books, notes and a non-programmable calculator. Notebook computers, iPads, tablets, PDAs and similar are not allowed.

On successful completion you will be able to:

- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Delivery and Resources

Required text

Slack, N., Brandon-Jones, A. & Johnston, R. (2016). Operations Management, 8th edition. Pearson Education Australia. ISBN: 9781292098678

Please note: this course relies heavily on the learning material provided in the textbook. It is highly advised that students attain the required textbook as soon as possible and familiarise themselves with the textbook material, especially before the start of each class session for sessions with specific allocated chapters (which will be made available in your class iLearn page).

Where to purchase textbook?

The Coop Bookshop: The Coop Bookshop is our main retailer for textbooks and other related academic material. For information on textbook prices and online ordering, please refer to The

Co-Op Bookshop webpage at <http://www.coop.com.au>

Pearson Education Australia – Online store: This textbook is also available for order via the publisher's online store. For information on textbook prices and online ordering, please refer to the Pearson Education Australia online store at <http://www.pearson.com.au/9781292098678>.

Disclaimer: MGSM does not take responsibility for the stock levels of required textbooks from preferred retail outlets and other book retailers. While we advise our preferred book retail outlet, The Co-op Bookshop, of our maximum expected number of students purchasing specific required text each term, The Co-op Bookshop and other book retailers will make their own judgement in regard to their physical holding stock levels. To prevent disappointment if a textbook is out-of-stock, we highly advise students to order their textbooks as early as possible, or if the required textbook is currently out-of-stock, place an order with the book retailer as soon as possible so that these book retailers can monitor demand and supply, and adjust their stock orders accordingly.

Additional supplementary readings

Additional readings pertinent to each session will be uploaded accordingly on the iLearn page prior to the session. No learning material will be provided in hard copy format.

Further sources of information

Highly recommended journals

- Harvard business review
- MIT sloan review
- Journal of operations management
- Production and operations management journal
- Management science

Other related journals Useful academic databases (DB), search engines (SE), publishers (PB)

- Emerald Insight (DB)
- Elsevier (DB)
- Scopus (SE)
- Web of science (SE)
- Wiley (PB)
- Springer (PB)

Useful industry databases

- IBISWorld
- Factiva
- EBSCO business searching interface

MGSM iLearn

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MGSM>

Technology

Access to a personal computer is required to access resources and learning material from iLearn.

Unit objectives

The basic objectives of this unit are:

- 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.

Study requirements

It will be assumed that the assigned reading for each session has been done prior to class. Class time will be spent ensuring that you have understood this material and exploring new developments and extensions to the basic concepts.

Class case discussions and project preparations will be used as methods for active participatory learning. The grade you obtain for them together with the participation grade will measure the effectiveness of the learning process. The primary output measures are written assignments, case study discussions and the final examination. Your understanding of the basic principles on which the unit is based will be measured by the final exam and your ability to apply them measured by the project, assignment and cases.

The mode of assessment will test your skills through a number of ways during this unit: situation investigation and analysis, report writing, verbal and written presentations, participation in class discussions, and examination.

If you are unable to attend a class session or have to arrive late or leave early, please let me know before the session concerned as this will have an obvious impact on the planned syndicate work. If this situation occurs, you should also arrange with a fellow class member to collect any handouts and other information for you.

Please note that class “contribution” and not simply “participation” will be graded; there is a subtle but important difference between the two. All of you have significant work experience to contribute to the class: you are strongly encouraged to use that in order to make the class a more productive learning experience for us all!

Unit Schedule

The **TUESDAY morning class** for 2018 Term 2 is scheduled every Tuesday morning from 9am to 1pm, starting from 3 April 2018 and finishing on the 5 June 2018.

The **TUESDAY evening class** for 2018 Term 2 is scheduled every Tuesday evening from 6pm to 10pm, starting from 3 April 2018 and finishing on the 5 June 2018.

Students are required to attend all classes for the class they are enrolled in. Students must only attend the class they are enrolled in as reflected in their e-Student account.

This unit will be presented over 10 sessions as follows:

Session	Topic	Textbook reading (chapter supplements are optional)
1	DIRECTING THE OPERATION: Operations management & operations performance	Chapters 1-2
2	DIRECTING THE OPERATION: Operations strategy, product and service innovation, & The structure and scope of operations	Chapters 3-4-5
3	DESIGNING THE OPERATION: Process design, layout and flow	Chapters 6-7
4	DESIGNING THE OPERATION: Process technology, people in operations	Chapters 8-9
5	DELIVER: Planning and control, capacity management, analytical queuing models	Chapters 10-11
6	DELIVER: Supply chain management (I)	Chapter 12
7	DELIVER: Supply chain management (II), inventory management	Chapters 12-13
8	DELIVER: Planning and control systems, lean operations Group presentations	Chapters 14-15
9	DEVELOPMENT: Operations improvement, quality management Group presentations	Chapters 16-17
10	DEVELOPMENT: Managing risk and recovery, project management Group presentations Exam review and preparations	Chapters 18-19
Final examination week: 11 - 16 June 2018		

Policies and Procedures

Macquarie University policies and procedures are accessible from **Policy Central** (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>). Students should be aware of the following policies in particular with regard to Learning and

Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct>

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au.

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://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

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

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Synthesise a wide array of business operations data and information to make well-informed and financially robust operational, tactical and strategic decisions.
- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Assessment tasks

- Individual contribution
- Group presentation
- Individual case report

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

- Synthesise a wide array of business operations data and information to make well-informed and financially robust operational, tactical and strategic decisions.
- Analyse, create and execute the design, operations planning and control, and improvement processes in light of social, economic and environmental sustainability.
- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Assessment tasks

- Individual contribution
- Group presentation
- Individual case report

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

- Synthesise a wide array of business operations data and information to make well-informed and financially robust operational, tactical and strategic decisions.
- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Assessment tasks

- Individual contribution
- Group presentation
- Individual case report
- Final examination

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or

practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Analyse, create and execute the design, operations planning and control, and improvement processes in light of social, economic and environmental sustainability.
- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Assessment tasks

- Individual contribution
- Group presentation
- Individual case report
- Final examination

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Assessment tasks

- Individual contribution
- Group presentation

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

- Analyse, create and execute the design, operations planning and control, and improvement processes in light of social, economic and environmental sustainability.
- Critically reflect on the design, analysis and integration of supply chains.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Assessment tasks

- Individual contribution
- Group presentation

Changes from Previous Offering

Assessment tasks: None

Delivery and resources: None

Unit schedule: Slight changes in topics and topic names

Alignment of this unit with MGSM's mission-driven attributes

- **Leadership:** Develop skills required of leaders with respect to the synthesis of a wide array of operations information in order to make well-informed and financially robust operational, tactical and strategic decisions.
- **Global mindset:** Assessment of the implications of strategic decisions from a whole of entity perspective, across a wide spectrum of stakeholders and diverse international contexts.
- **Citizenship:** Apply a true and fair view approach to operations activities where discretion exists related to accountability and ethical practices.
- **Creating sustainable value:** Adoption of a forward-looking perspective on the impact of decisions on the operations position vis-à-vis business, environmental and social sustainability.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation

provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at <https://students.mgsm.edu.au/handbook>.

Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.

Changes since First Published

Date	Description
27/03/2018	Incorrect instructions found on group assessment details by lecturer. This has been removed.