



# MGSM890

## Operations Management

Term 4 North Ryde 2019

*Department of Management*

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#### **Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

## General Information

Unit convenor and teaching staff

Lecturer for both WEDNESDAY afternoon and THURSDAY evening class

Norma Harrison

[norma.harrison@mq.edu.au](mailto:norma.harrison@mq.edu.au)

Contact via 0416 608 950

Mon 2-5pm, Thu 2-5pm

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>Contribution/Participation</u>	20%	No	Please refer to details below
<u>Group project</u>	20%	No	Please refer to details below
<u>Individual project</u>	20%	No	Session 8 of class
<u>Final exam</u>	40%	No	Exam week: 25 - 30 November 2019

### Contribution/Participation

Due: **Please refer to details below**

Weighting: **20%**

**Due:** In each class session and especially where a **class** exercise and/or case has been allocated.

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. A short (10 minutes) test *may* be conducted prior to the in-class discussion of each case *or* at the end of certain topics.

The cases and exercises to be discussed are as follows:

1. Case 1 - Operations Strategy at **Galanz** (2010)
2. Exercise 1 - Singapore airport terminal services (**SATS**)
3. Case 2 - Information Technology at **Cirque du Soleil**: Looking back, moving forward (2012)
4. Exercise 2 - Supplying fast fashion, text p428
5. Case 3 - **Arvind** Lifestyle Brands Limited: from concept to shelf (2018)
6. Case 4 - **Honda Canada** (A) & (B) (2016)
7. Case 5 - **Dell**: Upcycling Ocean Plastics through SC Innovation (2018)

Students should analyse and extensively discuss all cases in this unit. Suggested questions for discussion are listed here in iLearn in the Sessions in which each case will be discussed.

Individual participation and contribution to case discussion are important and will be noted. Please be prepared to make presentations on the questions below in class on the day each case is discussed.

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 project

Due: **Please refer to details below**

Weighting: **20%**

**Due date: Presentation** - Session 9 and 10; **Report** - End of week 10 of the term

**Length of report:** 20 pages max (+ attachments if necessary)

**Format:** Presentation and Report

**Weighting breakdown:** Total 20% (class presentation and PowerPoint slides 5%; written report 15%)

This group project will involve some degree of collaboration and detail.

You will be required to submit a report on one of the following:

1. Reimagining the future of supply chain management in the digital economy
2. Ethical procurement and sustainable business practices
3. Cyber security and vulnerability of SMEs in the supply chain
4. Feasibility of establishing an alternate dedicated container handling terminal in Northern NSW
5. Finance supply chain management and blockchains.

***\*\*Elaboration of these topics will be given in iLearn and discussed in class.***

You can do this based primarily on secondary data (journals, industry reports) and it would make it more interesting and relevant if you chose international industry or company examples or anecdotes to illustrate some of your points. You will have to show evidence that a literature search has been taken in the content area or industry you are examining.

**Report presentations** will be made during the **last two weeks of class sessions**. Please share with the class a brief outline and objective of your project, method of information gathering

and analysis, possible frameworks used, and final outcome/findings of your project.

**The final version of the report** is to be submitted in the class iLearn page by the **end of week 10 of the term**. Details can be found in the class iLearn page. ***If you would like to submit this report in an alternative format (blog, video, multi-media), please discuss this with the lecturer beforehand.***

***Late assignments will be penalised up to 10% per day unless you have applied for special consideration, and that application is considered acceptable. Applications for extensions must be made before the submission date, and will only be granted in exceptional circumstances.***

***\*\*Please refer to the project report formatting and requirements in the class iLearn page.***

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.

## Individual project

Due: **Session 8 of class**

Weighting: **20%**

**Length:** 3 pages maximum

**Format:** Report

Choose **two of the four cases** (Galanz, Honda, Cirque and Arvind.) as listed in the contribution/participation assessment task above to discuss. Students will need to refer to the 'individual case study report format and questions' file located on the class iLearn page.

Please save this file to your computer, answer the questions in it, and submit the report as a Microsoft Word (.docx format only) to the Turnitin submission link in the class iLearn page on or before the due date listed above. Details can be found in the class iLearn page. Please title your case report file in the following format: 890CASE\_LastnameFirstname\_student number.docx

***Late assignments will be penalised up to 10% per day unless you have applied for special consideration, and that application is considered acceptable. Applications for extensions must be made before the submission date, and will only be granted in exceptional circumstances.***

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 exam

Due: **Exam week: 25 - 30 November 2019**

Weighting: **40%**

**Duration:** 3 hours plus 10 minutes reading time

**Format:** Open book final exam

You are expected to present yourself for examination at the time and place designated in the MGSM exam timetable. The timetable will be available on 25 September 2019

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

The final exam 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:

- 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.

## Delivery and Resources

### Required text

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

**Please note:** Students should only attain the 8th edition of this textbook, which is the only edition this class will be taught from. Furthermore, 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>

**eBook disclaimer for open book exams:** As notebook computers, iPads, tablets, PDAs and similar are **not allowed** in the exam room, the eBook version available for this textbook which would require a student to bring in a notebook computer, iPad, tablet, PDA or a similar device in order to view it, will **not be allowed** in the exam room. Students are advised to only get the hard copy version of the required text.

**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.

## Recommended journals

### Highly recommended journals

- Harvard business review (HBR)
- Journal of operations management (JOM)
- Production and operations management (POM)
- Journal of Supply Chain Management (JSCM)
- Manufacturing & Service Operations Management (M&SOM)
- International journal of operations and production management (IJOPM)
- McKinsey quarterly

### Other related journals

- Academy of management review
- California management review
- Decision sciences
- International journal of technology management
- International journal of service industry management

## Access to Technology

Access to a personal computer and internet connection is required to access learning material/resources online on Macquarie University's online learning management system called iLearn.

## iLearn - Your class online learning resources page

The class iLearn page for this unit is located at: <https://ilearn.mq.edu.au/>. You must be enrolled in this class to see the class iLearn page.

## Lecture slides

Lecture slides will be provided to students only in soft-copy format via the class iLearn page.

## Unit note readings

Unit note readings are provided to students only in soft-copy format via the class iLearn page.

## 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, the ability to work effectively in teams, 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.

Formal assessment for this unit is designed to recognise both individual and team effort. This is consciously done to reflect the business environment where effective teamwork is essential to the achievement of individual success. Please note that class “contribution” and not simply “participation” will be graded; there is a subtle but important difference between the two. After each session, notes will be made of those who made important contributions to the session, as well as other individuals who participated. 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

**Students are required to attend all classes.** Please only attend the class you are enrolled in as reflected in your e-Student account. This unit will be presented over 10 sessions as follows (\*\*The proposed program might be subject to some minor changes as the term progresses (TBA)).

**Class sessions are scheduled from:**

**WEDNESDAY afternoon class** - 1pm to 5pm of every WEDNESDAY starting from 18 September 2019 (session 1) until 20 November 2019 (session 10) except for the following: **No class 9 October, makeup class Fri 18 October 1-5pm.**

OR

**THURSDAY evening class** - 6pm to 10pm of every THURSDAY starting from 19 September 2019 (session 1) until 21 November 2019 (session 10) except for the following: **No class 10 October, makeup class Fri 18 October 6-10pm.**

**(\*\*The proposed class schedules might be subject to some minor changes in time and day, e.g., make-up classes, and you will be advised of these changes as soon as possible.)**

**Site Visit:** It is the intention of the lecturer to plan a plant site visit during the Term to illustrate concepts learnt during this unit. This is optional but has proven to be valuable for the students' learning experience.

**Final exam week:** 25-30 November 2019 (The exam timetable will be available on 25 September 2019 at <https://students.mgsm.edu.au/sydney-students/units/exams/>)

Session	Topics
1	Introduction to Operations Management
2	Operations Strategy
3	Management of Design 1: Processes; Process and Information Flows
4	Management of Design 2: Product and Service Innovation; Managing Projects
5	Supply Chain Management 1
6	Supply Chain Management 2
7	Planning and Control; Capacity Management; Inventory Management; ERP; Managing Risk and Recovery in Supply Chains

Session	Topics
8	Sustainability & Ethics
9	JIT and Lean Operations; Issues in Quality Management
10	Challenges of Operations Management; Revision and Review;

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](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 \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://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 published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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](http://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](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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/](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.
- 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**

- Contribution/Participation
- Group project
- Individual project
- Final exam

## **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**

- Contribution/Participation
- Group project
- Individual project
- Final exam

## **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.
- 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

- Contribution/Participation
- Group project
- Individual project
- Final exam

## 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

- 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

- Contribution/Participation
- Group project
- Individual project
- Final exam

## 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

- 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

- Contribution/Participation
- Group project
- Individual project
- Final exam

## 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

- 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

- Contribution/Participation
- Group project
- Individual project
- Final exam

## Changes from Previous Offering

**Assessment tasks:** Title of assessment tasks have changed, but core concept of each assessment remains the same.

**\*\*Two new HB Cases** have been added, resulting in total of 5 HB cases and 2 large class exercises.

**\*\*Group Project** requirement and content has been changed to reflect current issues in operations management.

Groups will be required to submit a report on **one** of the following:

1. Reimagining the future of supply chain management in the *digital economy*
2. *Ethical procurement* and sustainable business practices
3. *Cyber security* and vulnerability of SMEs in the supply chain
4. Feasibility of establishing an alternate dedicated *container handling terminal* in Northern NSW
5. *Finance supply chain management* and *blockchains*.

### Unit schedule:

**\*\* New topic** added in Session 8, "Sustainability and Ethics"

**(\*\*The proposed class schedules might be subject to some minor changes in time and day, e.g., make-up classes, and students will be advised of these changes as soon as possible.)**

**Site Visit:** It is the intention of the lecturer to plan a plant site visit during the Term to illustrate concepts learnt during this unit. This is optional but has proven to be valuable for the students' learning experience.

## Alignment 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
22/08/2019	Timetable class schedule update for both Wednesday class and Thursday class. Wednesday class: No class 9 October, makeup class Fri 18 October 1-5pm. Thursday class: No class 10 October, makeup class Fri 18 October 6-10pm. Submission due date of individual project changed to session 8 of class.