



MGSM890

Operations Management

Term 2 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 - Thursday evening class

Norma Harrison

norma.harrison@mgsm.edu.au

Contact via 0416608950

Mon 2-5pm, Thu 2-5pm

Lecturer - Monday morning class

Medo Pournader

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Raymund Delena

raymund.delena@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.

General Assessment Information

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 special consideration is made and approved. No submission will be accepted after solutions have been posted.

Assessment Tasks

| Name | Weighting | Hurdle | Due |
|--------------------------------|-----------|--------|------------------------------|
| <u>Individual contribution</u> | 20% | No | Every session |
| <u>Group project</u> | 20% | No | To be advised |
| <u>Individual project</u> | 20% | No | To be advised |
| <u>Final examination</u> | 40% | No | Exam week: 10 - 15 June 2019 |

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.

Further details of this assessment can be found in the assessment guide 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.

Group project

Due: **To be advised**

Weighting: **20%**

Students will be allocated into groups and will need to collaborate and engage in a group assessment activity.

Assessment of group reports

Overall assessment of reports will be based on a group mark component (50%) and an individual mark component (50%). Group and Individual assessments will be made by the lecturer according to the criteria listed in the unit outline. Further information about the assessment of reports will be provided in class.

As part of the group project submission, the group is also required to provide, on one page, a statement of exactly what each member did for this task, signed off by each member of the group. That is, a clear, written indication of your group's activity throughout this project as well as the contribution of each individual member to the assignment submission. If there are sizeable discrepancies concerning contributions within the group, the lecturer reserves the right to apportion marks unequally.

Further details of this assessment can be found in the assessment guide in the class iLearn page.

On successful completion you will be able to:

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- 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: **To be advised**

Weighting: **20%**

Students will need to engage in an individual assessment activity. Further details of this assessment can be found in the assessment guide 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.
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Final examination

Due: **Exam week: 10 - 15 June 2019**

Weighting: **40%**

Duration: 3 hours plus 10 minutes reading time

Format: Open book final examination

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 17 April 2019 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:

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- 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.

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

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, 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:

Monday morning class - 9am to 1pm of every Monday starting from 1 April 2019 (session 1) until 3 June 2019 (session 10)

OR

Thursday evening class - 6pm to 10pm of every Thursday starting from 4 April 2019 (session 1) until 6 June 2019 (session 10) except for the following dates: No class on 2 May 2019 and 9 May 2019. A make-up class has been organised from 9am to 5pm of Saturday, 27 April 2019.

Final exam week: 10 - 15 June 2019 (The exam timetable will be available on 17 April 2019 at <https://students.mqsm.edu.au/sydney-students/units/exams/>)

| Session schedule | Topics |
|---|--|
| 1 Monday morning class - 9am to 1pm of 1 April 2019 OR Thursday evening class - 6pm to 10pm of 4 April 2019 | Introduction to operations management |
| 2 Monday morning class - 9am to 1pm of 8 April 2019 OR Thursday evening class - 6pm to 10pm of 11 April 2019 | Operations strategy |
| 3 Monday morning class - 9am to 1pm of 15 April 2019 OR Thursday evening class - 6pm to 10pm of 18 April 2019 | Management of design 1: Processes; Process and information flows |

| Session schedule | Topics |
|--|--|
| 4 Monday morning class - 9am to 1pm of 22 April 2019 OR Thursday evening class - 6pm to 10pm of 25 April 2019 | Management of design 2: Products and services ; Managing projects |
| 5 Monday morning class - 9am to 1pm of 29 April 2019 OR Thursday evening class - 9am to 1pm of Saturday, 27 April 2019 | Supply chain management 1 |
| 6 Monday morning class - 9am to 1pm of 6 May 2019 OR Thursday evening class - 1pm to 5pm of Saturday, 27 April 2019 | Supply chain management 2; Supply chain collaboration; Managing risk and recovery in supply chains |
| 7 Monday morning class - 9am to 1pm of 13 May 2019 OR Thursday evening class - 6pm to 10pm of 16 May 2019 | Planning and control; Capacity management; inventory management; ERP |
| 8 Monday morning class - 9am to 1pm of 20 May 2019 OR Thursday evening class - 6pm to 10pm of 23 May 2019 | JIT and lean operations |
| 9 Monday morning class - 9am to 1pm of 27 May 2019 OR Thursday evening class - 6pm to 10pm of 30 May 2019 | Issues in quality management |
| 10 Monday morning class - 9am to 1pm of 3 June 2019 OR Thursday evening class - 6pm to 10pm of 6 June 2019 | 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 or if you are a Global MBA student contact 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) 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

If you are a Global MBA student contact 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/.

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

- Individual contribution
- Group project

- Individual project
- Final examination

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 project
- Individual project
- 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

- 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 project
- Individual project
- 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

- 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 project
- Individual project
- 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

- 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 project
- Individual project
- Final examination

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

- Individual contribution
- Group project
- Individual project
- Final examination

Changes from Previous Offering

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

Unit schedule: Changes of topics for most sessions, as well as the order they are presented in.

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.