



# MMBA8090

## Operations Management

MGSM term 1, Weekday attendance, City 2020

*Department of Management*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Unit Convenor and Lecturer - Professor of Management

Norma Harrison

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

Credit points

10

Prerequisites

Admission to MBA or GradDipMgt

Corequisites

Co-badged status

Unit description

This unit examines key issues currently facing service and manufacturing organisations when creating products and services. A primary aim of the unit is to illustrate the principles involved in effectively creating a value proposition and how the value transformation process is managed in the organisation and across the value chain. The unit 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. Topics covered include 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:

**ULO1:** Identify and apply theoretical and conceptual frameworks to improve the effectiveness and efficiency of operations.

**ULO2:** Critically examine business operations data and information through group and individual analysis to make well-informed operational, tactical and strategic decisions.

**ULO3:** Research and evaluate the design, operations planning, supply chain and

improvement processes of a business in the context of social, economic and environmental factors.

## Assessment Tasks

### Coronavirus (COVID-19) Update

Assessment details are no longer provided here as a result of changes due to the Coronavirus (COVID-19) pandemic.

Students should consult [iLearn](#) for revised unit information.

[Find out more about the Coronavirus \(COVID-19\) and potential impacts on staff and students](#)

## 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/results/feedback have been posted.

## Delivery and Resources

### Coronavirus (COVID-19) Update

Any references to on-campus delivery below may no longer be relevant due to COVID-19.

Please check here for updated delivery information: [https://ask.mq.edu.au/account/pub/display/unit\\_status](https://ask.mq.edu.au/account/pub/display/unit_status)

## Prescribed Textbook

Slack, N. and Brandon-Jones, A. (2019). Operations Management, 9th edition. Pearson Education UK. ISBN: 9781292253961

## 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 <https://www.pearson.com.au/9781292253961>.

**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. You must be enrolled in this class to see these items in the class iLearn page.

## Unit Note Readings

Unit note readings are provided to students only in soft-copy format via the class iLearn page. You must be enrolled in this class to see these items in 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

### Coronavirus (COVID-19) Update

The unit schedule/topics and any references to on-campus delivery below may no longer be relevant due to COVID-19. Please consult [iLearn](#) for latest details, and check here for updated delivery information: [https://ask.mq.edu.au/account/pub/display/unit\\_status](https://ask.mq.edu.au/account/pub/display/unit_status)

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.

**Class sessions are scheduled from:** 6pm to 10pm of every THURSDAY starting from 9 January 2020 (session 1) until 12 March 2020 (session 10).

**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:** 16 - 21 March 2020 (The exam timetable will be available on 29 January 2020 at <https://students.mqsm.edu.au/sydney-students/units/exams/>)

*(\*\*The proposed program might be subject to some minor changes as the term progresses (TBA))*

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
8	Sustainability & Ethics
9	JIT and Lean Operations; Issues in Quality Management

Session	Topics
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.*)

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](http://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 help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

## 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.