MMBA8090

Operations Management

MGSM term 2, Intensive attendance, North Ryde 2020

Department of Management

Contents

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General Information

Unit convenor and teaching staff Professor Norma Harrison 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

Late Assessment Policy:

Late assessment submissions must be submitted through the appropriate submission link in iLearn. No extensions will be granted unless an application for Special Consideration is made and approved. 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. Late submissions will not be accepted after solutions have been discussed and/or made available.

Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

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

Prescribed Textbook	**Required Textbook**
	Slack, N. and Brandon-Jones, A. (2019). Operations Management, 9th edition. Pearson Education UK. ISBN: 9781292253961
	Where to Purchase Textbook?
	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.
Unit Web Page	The web page for this unit can be found at: https://ilearn.mq.edu.au

Technology Used and Required	Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au). iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
Delivery Format and Other Details	• Number and length of classes: **Five eight-hour seminar classes held over two weekend blocks** unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s) • The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended Readings	Recommended Readings are provided via the links on the iLearn unit page. **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
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

Session	Topic
	(The proposed program might be subject to some minor changes as the term progresses (TBA)).
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	JIT and Lean Operations
9	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.m

q.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). 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).

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 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

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.