



MMBA8090

Managing Operations

MGSM term 1, Weekday attendance, City 2021

Department of Management

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Notice

As part of [Phase 3 of our return to campus plan](#), most units will now run tutorials, seminars and other small group activities on campus, and most will keep an online version available to those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face activities for your unit, please go to [timetable viewer](#). To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

General Information

Unit convenor and teaching staff

Unit Convenor

Nick Parr

nick.parr@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 managing operations 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.

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.

Assessment Tasks

Name	Weighting	Hurdle	Due
Case Analysis	10%	No	Class Discussion Weeks 1-10; Online Quizzes Week 10
Critiquing Operations Management	20%	No	Week 10
Research Project	35%	No	Weeks 6-10
Final Exam	35%	No	University Examination Period

Case Analysis

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 10 hours

Due: **Class Discussion Weeks 1-10; Online Quizzes Week 10**

Weighting: **10%**

Class participation and contribution will be assessed during discussion of class content, exercises and cases. This will be based on the extent to which the student appears prepared, the relevance and depth of comments, reflections on work experiences or other industry examples, and contribution to the learning experience of the class.

On successful completion you will be able to:

- Identify and apply theoretical and conceptual frameworks to improve the effectiveness

and efficiency of operations.

Critiquing Operations Management

Assessment Type ¹: Report

Indicative Time on Task ²: 20 hours

Due: **Week 10**

Weighting: **20%**

Students will choose from two of four assigned cases to critique. You will apply critical thinking techniques to assess each case. Submissions will be of up to 1,500 words.

On successful completion you will be able to:

- Identify and apply theoretical and conceptual frameworks to improve the effectiveness and efficiency of operations.
- Critically examine business operations data and information through group and individual analysis to make well- informed operational, tactical and strategic decisions.
- Research and evaluate the design, operations planning, supply chain and improvement processes of a business in the context of social, economic and environmental factors.

Research Project

Assessment Type ¹: Project

Indicative Time on Task ²: 20 hours

Due: **Weeks 6-10**

Weighting: **35%**

Students will be allocated into groups and will need to collaborate and engage in a group activity. Students will work individually on a common topic, and then come together to discuss, compare and assess their findings. Each student will submit their initial research findings via a 1,500 word report before working collaboratively. A group presentation will be made towards the end of the session which exhibits a synthesis of individual research findings.

On successful completion you will be able to:

- Identify and apply theoretical and conceptual frameworks to improve the effectiveness and efficiency of operations.
- Critically examine business operations data and information through group and individual analysis to make well- informed operational, tactical and strategic decisions.

- Research and evaluate the design, operations planning, supply chain and improvement processes of a business in the context of social, economic and environmental factors.

Final Exam

Assessment Type ¹: Examination

Indicative Time on Task ²: 15 hours

Due: **University Examination Period**

Weighting: **35%**

The final exam will be open book and of 2 hours duration with 10 minutes reading time.

On successful completion you will be able to:

- Identify and apply theoretical and conceptual frameworks to improve the effectiveness and efficiency of operations.
- Critically examine business operations data and information through group and individual analysis to make well-informed operational, tactical and strategic decisions.

¹ If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Learning Skills Unit](#) for academic skills support.

² Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

Required Text	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 .
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.

<p>Delivery Format and Other Details</p>	<ul style="list-style-type: none"> • Number and length of classes: Ten x four-hour seminar classes held weekly 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/
<p>Recommended Readings</p>	<p>Recommended Readings are provided via the links on the iLearn Unit page</p> <p>Highly Recommended Journals</p> <ul style="list-style-type: none"> • 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 <p>Other Related Journals</p> <ul style="list-style-type: none"> • Academy of Management Review • California Management Review • Decision Sciences • International Journal of Technology Management • International Journal of Service Industry Management
<p>Study Requirements</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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!</p>

Unit Schedule

Please see iLearn.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). 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](#)

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

To find other policies relating to Teaching and Learning, visit [Policy Central](https://policies.mq.edu.au) (<https://policies.mq.edu.au>) and use the [search tool](#).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/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 Enquiry Service

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

Equity 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.

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.