



BUS 803

Strategic Operations Management

S1 Evening 2015

Dept of Marketing and Management

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Disclaimer

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General Information

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By appointment

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Credit points

4

Prerequisites

BUS651 or MKTG696

Corequisites

Co-badged status

Unit description

This unit examines the key issues currently facing all 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 looks in detail at the link between an organisations' competitive strategy and the management of its operations, design of products and processes, management of supply chains and inventory, management of quality, lean and six sigma philosophies, and continuous improvement techniques.

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:

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

General Assessment Information

No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of 0 for the task, except for cases in which an application for Disruptions to Studies is made and approved.

Assessment Tasks

Name	Weighting	Due
<u>1. Case studies</u>	10%	W 2,3,4,5
<u>2. Research paper/report</u>	20%	Week 7
<u>3. Group Report + Presentation</u>	30%	Week 11
<u>4. Final Examination</u>	40%	See exam timetable

1. Case studies

Due: **W 2,3,4,5**

Weighting: **10%**

4 X Harvard Case Study

The Case Studies will be required to be completed on the Case Study Journal Forms with Questions all completed in class.

Students will be required to read the Case Study before the class and then prepared to discuss the themes of the case. Students should also be prepared to present their opinion in class discussion.

Case studies will require students completing two questions prior to class and they need to type responses, while Class discussion will be in regards to conclusion and findings and third question needs to be concluded after.

Submission mode: In Class Journal completed and answered - returned to students the next week.

On successful completion you will be able to:

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- To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with overall corporate strategy

2. Research paper/report

Due: **Week 7**

Weighting: **20%**

Students are to undertake research in regards to the evolution of Strategic Operations Management Theory. This review is to cover the period of 1970 – present day and is to review the major themes of operational strategy across the period.

The Research Report is to be no more than 3000 words, (excluding references) and contain no less than 15 peer rated journals.

Report is to be submitted via turnitin Monday 20th April 5.30pm. Hardcopy and Turnitin receipt to be submitted in class Monday 20th April.

Feedback: Marked Assessment Rubric with Comments (Returned Week 10)

On successful completion you will be able to:

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- To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with overall corporate strategy

3. Group Report + Presentation

Due: **Week 11**

Weighting: **30%**

Group Project where Groups will develop a relevant operational strategy for a GDE program.

Group Presentations will be held in Weeks 11 and 12.

Final Report will be submitted in Week 11

Week 11 – FINAL Report (20%)

Weeks 11/12 – Presentations (10%)

On successful completion you will be able to:

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- To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with overall corporate strategy

4. Final Examination

Due: **See exam timetable**

Weighting: **40%**

During the exam period

Three hour exam. This will entail two parts to the

Exam:

Part 1: Reading – and 3 questions to be answered

Part 2: Case Study – Case Study form Harvard and answer the associated questions.

On successful completion you will be able to:

- To develop an appreciation of the key issues currently facing the manager of an operational functional area
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- To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with overall corporate strategy

Delivery and Resources

Classes

- 3 hours face to face lecture, 13 x 3 hour classes and 120 hrs self study
- The timetable for classes can be found at: <http://www.timetables.mq.edu.au/>
- Lecture attendance is mandatory
- Students will complete and submit all assignments on the due dates and sit the final exam to complete the unit satisfactorily.

Required and Recommended Texts and/or Materials

Participants will be expected to read widely and develop their general research skills (not just

use the Internet). Many of the issues covered in the topics can be found in business or academic Journals, newspapers and or business periodicals such as the Asia Wall Street Journal, Far East Economic Review, Australian Financial Review, Business Review Weekly, Sydney Morning Herald, The Age, The Australian, etc. A good starting point to source articles is the reference section of relevant journal articles.

The **recommended** textbook for this unit is:

Slack. N, Brandon-Jones A. and Johnston, R,
Operations Management

Pearson Education, 7th edition. 2013, ISBN: 978-0-273-77620-8

See also <http://www.booksites.net/slack>

You may also get a copy of 5th or 6th Editions. If you choose not to purchase the textbook you should pay close attention to all class sessions and the associated power point slides and readings. This will provide you sufficient information to have the opportunity for a minimum pass grade in the course. The textbook is also available in the library and the key chapters are Ch 1,4,10 and 15.

In support of the lecture materials a selection of additional readings will be made available to the students. These articles represent a starting point for reading and research for each lecture topic and will be provided in accordance with the lecture needs. You will need to consult additional reference material to satisfactorily complete the assignments due in this unit.

Technology Used and Required

Laptop and access to internet.

Unit Web Page

Course material is available on iLearn <https://ilearn.mq.edu.au>

Unit Schedule

Date	Topic	TEXT Readings	Class Activities & Prep Work
1. 23 rd February	Introduction, Course Overview and assessments. SI and STEPS and Operations Strategy	McKinsey Readings from Week 1 on iLearn	In Class: Group Formation Wk 2 Prep: Case Study 1

2. 2 nd March	Ops Mgmt History I: Zero defects, JIT, and TQM	McKinsey Readings from Week 2 on iLearn	In Class: Case Study 1 Workshop (A1a) McKinsey Discussion Wk 3 Prep: Case Study 2
3. 9 th March	Ops Mgmt History II: Six Sigma and Lean	McKinsey Readings from Week 3 on iLearn	In Class: Case Study 2 Workshop (A1a) McKinsey Discussion Wk 4 Prep: Case Study 3
4. 16 th March	Process Design I: The design of products and services Supply network design; Layout and flow Process technology <ul style="list-style-type: none"> • Job design and work organization 	Slack Ch: 1-3	In Class: Case Study 3 Workshop (A1a) McKinsey Discussion Wk 5 Prep: Case Study 4
5. 23 rd March	Nature of Planning & Control I: Capacity Planning	Slack Ch: 4-6	In Class: Case Study 4 Workshop (A1a) Text Discussion – Grp 1
6. 30 th March	Nature of Planning & Control II: Inventory Planning	Slack Ch: 7-9	In Class: Text Discussion – Grp 2
MID Semester Break			
7. 20 th April	Nature of Planning & Control III: Supply Chain	Slack Ch: 10-12	In Class: Text Discussion – Grp 3 Assessment: Research Report (A1b). Submit hardcopy in class lodge copy via turnitin
8. 27 th April	Group Consultations for Major Project	Slack Ch: 13-15	In Class: Text Discussion – Grp 4
9. 4 th May	QA and Quality Control, Standards, Ethics	Slack Ch: 17,18,20	In Class: Text Discussion – Grp 5
10. 11 th May	Project Planning and Operations Improvement		In Class: Text Discussion – Grp 6
11. 18 th May	Group Project Presentation Week 1 (Grps: 1 – 3)		Assessment: Group Project Reports are due in class.
12. 25 th May	Group Project Presentation Week 2 (Grps: 4 – 6)		

13. 1 st June	Course WRAP UP & FINAL EXAM Case Study		
	Final Examination		

Learning and Teaching Activities

Overview

This unit will be taught via the participant-centred, experiential learning method of teaching. “Experiential learning takes place when a person is involved in an activity, then looks back and evaluates it, determines what was useful or important to remember and uses this information to perform another activity” (John Dewey, 1938). Students will participate in lectures, discussions, cases, video cases and experiential exercises in class. Students are advised to attend all lectures and participate in discussions, missing classes and not participating in discussions will affect grades. An outline of the topics and activities that will be covered each week is shown in the unit schedule .

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of 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/support/student_conduct/

Results

Results shown in *iLearn*, 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.

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

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use 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 outcome

- To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with overall corporate strategy

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

- 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
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Assessment tasks

- 2. Research paper/report
- 4. 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

- To develop an appreciation of the key issues currently facing the manager of an operational functional area
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- To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with overall corporate strategy

Assessment tasks

- 1. Case studies
- 2. Research paper/report
- 3. Group Report + Presentation
- 4. 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 outcome

- To gain an insight into the appropriate means of applying process based concepts and operational tools and techniques

Assessment tasks

- 1. Case studies
- 2. Research paper/report
- 3. Group Report + Presentation
- 4. 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 outcome

- To develop an appreciation of the key issues currently facing the manager of an operational functional area

Assessment tasks

- 1. Case studies
- 3. Group Report + Presentation

Changes from Previous Offering

Assessment 1A - Case studies have been added, replacing the class test.

The deadline for this assessment has been put forward to provide students with early feedback.

Research and Practice

This unit uses research from external sources.

This unit gives you practice in applying research findings in your assignments.

Additional Readings

- Weekly Class Readings: you are to read the additional readings loaded on iLearn for each week. These are specific to the weekly class and will be used in relation to the case study and in class workshop.
- Recommended Book: The Seven Habits of Highly Effective People, Stephen R. Covey.
- Required Cases: You will be required to read current related Case Study Material readily available on iLearn. These Cases will be completed in class and they form part of Assessment 1 for the course. In addition there will be the use of Cases in the Exam.
- Copyrights for use of cases have been purchased directly from Harvard Business School Publishing by the Faculty of Business and Economics. This is major coup for students in holding down their unit materials costs. Relevant Cases will be available via i-Learn on the Tuesday following class.