



MGSM890

Operations Management

Term 1 Hong Kong 2018

MGSM Degree Programs

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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

Mehrdokht Pournader

mehrdokht.pournader@mqsm.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.

Assessment Tasks

Name	Weighting	Hurdle	Due
Individual contribution	30%	No	Every session
Individual case report	30%	No	5pm (HKT) of 19 March 2018
Final examination	40%	No	Saturday, 7 April 2018

Individual contribution

Due: **Every session**

Weighting: **30%**

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.

Assessment criteria:

- Be prepared with class readings before each session
- Work effectively in groups to solve cases and industry questions in class.
- Actively participate in class discussions and contribute to them using relevant sources, experience and/or extensive knowledge on the topic.
- Contribute to class discussions surrounding a topic and bring a number of other examples relevant to the discussion.
- Attend the class on-time and being actively present throughout each session to the end

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.

Individual case report

Due: **5pm (HKT) of 19 March 2018**

Weighting: **30%**

Students will be required to write an individual report of 5000 words maximum. The most important component of this report is the application of insights, concepts, tools and techniques discussed in class to the student's chosen organisation.

The date of submission is planned after the end of the course to ensure students have the opportunity to review all of the material covered in the subject. Students are required to select and make use of topics studied in class in order to (1) draw links to a chosen organisation's function, department or operation, (2) conduct a gap analysis and (3) elaborate a detailed action plan designed to improve the organisation's operation over a period of 6 – 18 months.

It is highly recommended the chosen organisation be the student's most recent employer to ensure the assignment is kept real and practical. The report should be written in a concise manner and should be structured in the following way:

1. **Brief description of chosen organization** and section within the organisation, including a description of the input resources, transformation process and output goods and services.
2. **Gap analysis**
 1. **Problem or topic definition** - This section includes the problem or topic definition which is a statement of what your report is about. It defines the main area of opportunity when comparing the current state of the organisation to the best practice tools and techniques studied in class and discussed in the case study
 2. **Description of current state** - This includes the issues or factors which draw the organisation back and contribute towards inefficiencies, loss of productivity, long lead time, low quality, waste, low morale, etc.
 3. **Description of proposed (future) state** - For each of the factors selected in ii, this section includes a description of the intended state (e.g. 3-week work-in-progress inventory decreased to 1-day work-in-progress inventory, unstructured and ad-hoc product design process to a systematic staged design process; low customer centricity to robust voice of customer programs at all levels in the organisation, etc.)
3. **Implementation plan - This is the most important part of the report.** It must include a Gantt chart showing the detailed activities, activity duration, milestones and responsibilities. The implementation plan shows the step by step approach required to

close the gap and reach the proposed future state. **The selection of the right concepts, tools and techniques is critical to ensure the implementation plan is feasible, pragmatic and real.**

4. References and bibliography

Marking scheme:

- Report formatting and structure compliance (10%)
- Brief description of chosen organization (10%)
- Gap analysis (As is- To be) (30%- 10% each component)
- Implementation plan (40%)
- References and bibliography (10%)

Report format

Case study reports should be typed single-spaced, with normal margins, and Times New Roman 12pt font. Clarity and structure are critical elements of success. Use the available pages wisely and forego dwelling on defining terms that are obvious and already known. The report should be written as a professional business type of report, reflecting its practicality, applicability and relevance to the business.

Submission details

Students are to submit 1 x soft-copy of their individual report on or before the due date as listed in the box above. The soft-copy submission will be submitted to Turnitin via the MGSM890 iLearn portal, a program used to ensure the originality of the work undertaken by the submitter.

Only ONE single file must be submitted with **ALL** attachments, displays and charts included within. This can be submitted as a Microsoft Word document (.docx or .doc). No file attachments, other than the single Microsoft Word file or single Microsoft PowerPoint presentation will be assessed (please ensure all charts are placed in the one Microsoft Word file).

Please ensure your **full name**, **student number**, **unit code** (MGSM890), **unit name** (Operations management), and **lecturer** (Dr. Merhdokht Pournader) is clearly visible on the front page of your assignment. **No MGSM individual assignment coversheet is necessary.**

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 disruption of studies is made and approved.

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.
- Apply appropriate tools, techniques and frameworks to improve the effectiveness and efficiency of operations.

Final examination

Due: **Saturday, 7 April 2018**

Weighting: **40%**

Duration: 3 hours plus 10 minutes reading time

Format: Open book final examination

Date: Saturday, 7 April 2018

You are expected to present yourself for examination at the time and place as designated by HKMA.

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:

- 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).

Additional supplementary readings

Additional readings pertinent to each session will be uploaded accordingly on the iLearn page prior to the session. No learning material will be provided in hard copy format.

Further sources of information

Highly recommended journals

- Harvard business review
- MIT sloan review
- Journal of operations management
- Production and operations management journal
- Management science

Other related journals Useful academic databases (DB), search engines (SE), publishers (PB)

- Emerald Insight (DB)
- Elsevier (DB)
- Scopus (SE)
- Web of science (SE)
- Wiley (PB)
- Springer (PB)

Useful industry databases

- IBISWorld
- Factiva
- EBSCO business searching interface

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, 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.

Please note that class “contribution” and not simply “participation” will be graded; there is a subtle but important difference between the two. 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.

The unit will be presented over 2 BLOCK weekends as follows:

Time of class:	Friday	6:00pm - 10:00pm (HKT)
	Saturday	2:00pm - 10:00pm (HKT)
	Sunday	9:00am - 5:00pm (HKT)

Session	Date	Topic	Textbook reading (chapter supplements are optional)
1	2 March 2018	DIRECTING THE OPERATION: Operations management & operations performance	Chapters 1-2
2	3 March 2018	DIRECTING THE OPERATION: Operations strategy, product and service innovation, & The structure and scope of operations	Chapters 3-4-5

Session	Date	Topic	Textbook reading (chapter supplements are optional)
3	3 March 2018	DESIGNING THE OPERATION: Process design, layout and flow	Chapters 6-7
4	4 March 2018	DESIGNING THE OPERATION: Process technology, people in operations	Chapters 8-9
5	4 March 2018	DELIVER: Planning and control, capacity management, analytical queuing models	Chapters 10-11
6	9 March 2018	DELIVER: Supply chain management (I)	Chapter 12
7	10 March 2018	DELIVER: Supply chain management (II), inventory management	Chapters 12-13
8	10 March 2018	DELIVER: Planning and control systems, lean operations	Chapters 14-15
9	11 March 2018	DEVELOPMENT: Operations improvement, quality management	Chapters 16-17
10	11 March 2018	DEVELOPMENT: Managing risk and recovery, project management Exam review and preparations	Chapters 18-19
	7 April 2018	Final examination	

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 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://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.
- 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
- Individual case report

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
- Individual case report

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.
- 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
- Individual case report
- 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

- 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
- Individual case report
- 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

- 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 task

- Individual contribution

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

- 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 task

- Individual contribution

Changes from Previous Offering

Assessment tasks: Group presentation assessment removed. More weighting given to individual contribution and individual case report. Assessment weighting of group presentation has been reduced from 60% to 50%

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

Alignment of this unit 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.

Changes since First Published

Date	Description
18/01/2018	Assessment criteria added for individual contribution assessment, as well as marking scheme added for individual case report. Also, under the individual case report assessment, the submission of a PowerPoint file has been removed from the instruction set. Also, the study requirements section and unit objectives section has been moved into the delivery and resources section to keep it in line with what has been done for the MGSM890 2018 Term 1 North Ryde unit guide.

