

Name of Course / Module	Operations Management				
Course Code	MBA-P 704				
ECTS	6				
Name of Academic Staff					
Rationale for the inclusion of the course/module in the programme	Most MBA students on graduating join organisations in an operational capacity. It is therefore most important that MBA students have an understanding of the operations functions, how it fits in the business environment and how operations contribute to the overall success of organisations. Given that the rate of change is continually increasing, it is imperative that MBA students understand the nature of change and how to develop strategies in response to changes in the environment.				
Year / Semester Offered	Year 1 Semester 1				
Total Student Learning Time (SLT)	Face to Face			Student Self-Learning	Total Guided and Independent Learning
	Lecture = 42 hours	Tutorial	Practical	Others = 78 hours	120
Pre-requisites (if any)	-				
Objectives	<ul style="list-style-type: none"> • To provide an overview of Operations Management. The approach will be mainly qualitative but it will not ignore quantitative aspects where relevant. • To enable students to grasp the nature of operations management and the activities of operations managers. • To critically analyse ways in which the operations function contributes to the organisations's competitiveness and strategic direction. • To evaluate the main issues concerned with the design of products, services and processes. • To appreciate the nature and complexity of externalities and how to develop strategies to allow organisations to implement and manage change. • To develop practical managerial skills and group working skills in the context of delivering managerial change. 				
Learning outcomes	<p>At the end of the course the student will have the ability to:</p> <ul style="list-style-type: none"> • Understand the function of operations in organisations • Appreciate the nature, activities and process of operations • Understand the way operations contribute to organisational competitiveness and strategic direction. • Gain in-depth knowledge of the key concepts of change management within organisations. • Applying theoretical concepts will be undertaken using the case study method. • Identify and analyse information needed to establish and implement effective operational decisions with particular reference to change management. • Critically analyse and evaluate both the concepts of operations strategies and also the issues raised with implementation in a fast changing environment. 				

Transferable Skills: Skills and how they are developed and assessed, Project and practical experience and Internship	Information Technology and Information Skills	Employability	Study Skills	Problem Solving	Communication	Working with Others
	Can monitor, assess and critically reflect on the use of IT and information skills and identify ways of further developing these skills	Can assess the effectiveness of the skills development and identify further ways of developing skills required by employers	Is autonomous in study and the use of resources for learning. Makes professional use of others in support of self-directed learning.	Is confident and autonomous in problem solving. Can isolate, clarify, assess and manage resolution of most relevant problems.	Can engage confidently in academic and professional communication with others within her/his field.	Can clarify a group task and lead, work with or work within a group towards defined outcomes, making appropriate use of the capacities of the group members. Is able to negotiate and handle conflict with confidence
Teaching-learning and assessment strategy	Traditional teaching methods are mostly fit for courses like this which require a high degree of theoretical knowledge although student participation through questions, opinions and constructive discussions is extremely valuable for an in-depth understanding of the course material. Written projects, in-class presentations and a wide range of exercises, are adopted as one of the best ways to acquire a better knowledge and understanding of the course material.					
Synopsis	Relying very heavily on case studies as examples, students will be from the rudimentaries of Operations Management through Evaluation and Selection techniques for operations to more advanced issues in quality management within the semester.					
Mode of Delivery	Lectures					
Assessment Methods and Types	Practical Assignment : 50% Case study Exam : 50%					
Mapping of the course/module to the Programme Aims	Key Skill	Developed and Assessed in Modules	Location and Description of Key Skill Assessment Opportunity (Formative and Summative)			
	Information Technology and Information Skills	All taught modules MBA Themes	Both MBA themes culminate in the production and delivery of a group presentation. Student IT and information skills will be developed and assessed via theme based activities.			

	Employability	All taught modules MBA Themes	Throughout the taught programme there is a constant emphasis upon acquiring and developing skills for employment
	Study Skills	All taught modules MBA Themes Project	Acquired and developed during the management of knowledge programme and research techniques module. Prerequisite to a taught modules The MBA themes also promote problem solving.
	Problem Solving	All taught modules MBA Themes	All modules involve problem solving in business All modules include case studies/workshops to develop problem solving skills (isolate, clarify, assess and manage resolution of business problems) The MBA themes also promote problem solving.
	Communication	All taught modules MBA Themes	Discussions with class/group members using case studies and current business issues are part of taught element of each module Each taught module requires the production of an assessed report worth up to 50% of module mark. Its assessment includes effectiveness of written communication. During the taught programme students will deliver several verbal presentations – at least two of which will be assessed. Each theme concludes with student groups delivering a verbal presentation to panel of assessors.

	Working with Others	All taught modules MBA Themes	Group work is part of the taught element of each module. A constant in theme delivery is student group work. Students are expected to work in groups throughout the taught stage and especially during the theme residential event.			
Mapping of the course/module to the Programme Learning Outcomes	Information Technology and Information Skills	Employability	Study Skills	Problem Solving	Communication	Working with Others
	Can monitor, assess and critically reflect on the use of IT and information skills and identify ways of further developing these skills	Can assess the effectiveness of the skills development and identify further ways of developing skills required by employers	Is autonomous in study and the use of resources for learning. Makes professional use of others in support of self-directed learning.	Is confident and autonomous in problem solving. Can isolate, clarify, assess and manage resolution of most relevant problems.	Can engage confidently in academic and professional communication with others within her/his field.	Can clarify a group task and lead, work with or work within a group towards defined outcomes, making appropriate use of the capacities of the group members. Is able to negotiate and handle conflict with confidence
Content outline of the course/module and the SLT per topic						
Week	Topic				Lectures	

1	<p>Operations As a Competitive Weapon</p> <ul style="list-style-type: none"> • What is a Process? • Value Chains • What is Operations Management? • Trends and Challenges in Operations Management • Road Map for Competitive Operations • Operations Management Across the Organisation • Break –Even Analysis • Preference Matrix • Decision Theory • Decision Trees 	3
2	<p>Operations Strategy</p> <ul style="list-style-type: none"> • Corporate Strategy • Market Analysis • Competitive Priorities and Capabilities • New Service or Product Development • Mass Customization • Operations Strategy As a Pattern of Decisions • Operations Strategy Across the Organisation 	3
3	<p>Process Design Strategy</p> <ul style="list-style-type: none"> • What is Process Design? • Major Process Design Decisions • Process Structure in Services • Process Structure in Manufacturing • Customer Involvement • Vertical Integration • Resource Flexibility • Capital Intensity • Strategic Fit • Strategies for Change • Process Design Strategy Across the Organisation 	3
4	<p>Process Analysis</p> <ul style="list-style-type: none"> • A Systematic Approach • Documenting the Process • Evaluating Performance • Redesigning the Process • Managing Processes • Process Analysis Across the Organisation • Reasons for using Simulation • The Simulation Process • Computer Simulation 	3

5	<p>Process Performance and Quality</p> <ul style="list-style-type: none"> • Costs of Poor Process Performance and Quality • Total Quality Management • Statistical Process Control • Statistical Process Control Methods • Process Capability • Six Sigma • International Quality Documentation Standards • Process Performance and Quality Across the Organisation 	3
6	<p>Process Capacity</p> <ul style="list-style-type: none"> • Capacity Planning • A Systematic Approach to Capacity Decisions • Tools for Capacity Planning • Process Capacity Across the Organisation • Why Waiting Lines Form • Uses of Waiting-Line Theory • Structure of Waiting-Line Problems • Probability Distributions • Using Waiting-Line models to Analyse Operations • Decision Areas for Management 	3
7	<p>Process Layout</p> <ul style="list-style-type: none"> • What is Layout Planning? • Strategic Issues • Creating Hybrid Layouts • Designing Flexible-Flow Layouts • Designing Line-Flow Layouts • Managing Process Layout Across the Organisation <p>Planning and Managing Projects</p> <ul style="list-style-type: none"> • Defining and Organising Projects • Planning Projects • Monitoring and Controlling Projects • Planning and Managing Projects Across the Organisation 	3
8	<p>Supply-Chain Design</p> <ul style="list-style-type: none"> • Supply Chains for Service Providers • Supply Chains for Manufacturers • Supply-Chain Dynamics • Developing Integrated Supply Chains • Designing the Customer Relationship Process • Designing the Order Fulfilment Process • Designing the Supplier Relationship Process • Measures of Supply-Chain Performance • Supply-Chain Links to Operations Strategy • Supply-Chain Software • Supply-Chain Design Across the Organisation 	3

9	<p>Location</p> <ul style="list-style-type: none"> • The Globalisation and Geographic Dispersion of Operations • Factors Affecting Location Designs • Locating a Single Facility • Locating a Facility Within a Network of Facilities • Managing Location Across the Organisation <p>Lean Systems</p> <ul style="list-style-type: none"> • Characteristics of Lean Systems for Services and Manufacturing • Continuous Improvement Using a Lean Systems Approach • The Kanban System • Operational Benefits of Lean Systems • Implementation Issues • Lean Systems Across the Organisation 	3
10	<p>Information Technology and Value Chains</p> <ul style="list-style-type: none"> • The Meaning and Role of Technology • Information Technology • Electronic Commerce • Electronic Purchasing • Enterprise Resource Planning • Technology Strategy • Managing Information Technology and Value Chains Across the Organisation <p>Forecasting</p> <ul style="list-style-type: none"> • Demand Characteristics • Designing the Forecasting System • Judgement Methods • Casual Methods: Linear Regression • Time-Series Methods • Choosing a Time-Series Method • Using Multiple Techniques • Forecasting Across the Organisation 	3
11	<p>Aggregate Planning</p> <ul style="list-style-type: none"> • The Purpose of Aggregate Plans • Managerial Importance of Aggregate Plans • The Planning Process • Aggregate Planning with Spreadsheets • Aggregate Planning with Mathematical Methods • Aggregate Planning Across the Organisation <p>Linear Programming</p> <ul style="list-style-type: none"> • Basic Concepts • Graphic Analysis • Sensitivity Analysis • Computer Solution • Applications 	3

12	Inventory Management <ul style="list-style-type: none"> • Inventory Concepts • Economic Order Quantity • Inventory Control Systems • Inventory Management Across the Organisation 	3
13	Resource Planning <ul style="list-style-type: none"> • Overview of Material Requirements Planning • Inputs to MRP • Planning Factors • Outputs from MRP • MRP and the Environment • Manufacturing Resource Planning • Service Resource Planning • Resource Planning Across the Organisation 	3
14	Scheduling <ul style="list-style-type: none"> • Scheduling Service and Manufacturing Processes • Scheduling Customer Demand • Scheduling Employees • Operations Scheduling • Scheduling Across the Organization 	3
	Total	42
	ECTS	6
Main references supporting the course	1. Heizer, J., Render, B & Munson, C (2016). Operations Management – Sustainability & Supply Chain Management (Global Edition) . USA : Pearson Education.	
Additional references supporting the course	1. Stevenson, William J. Operations Management: An Asian Perspective 11 th ed. McGraw-Hill/Irwin, 2011 2. Heizer, J., Render B., Operations Management , 10 th edition, Prentice Hall, 2010	