

Course Description:

OPERATIONS MANAGEMENT ISSUES - DBA 8107



No.	Subject			
1	Title	Operations Management Issues		
2	Code	DBA 8107		
3	Credit Value	4		
4	Prerequisite (if any)	Nil		
5	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 • Comprehend 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. 		
6	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.		
7	Mode of delivery	Lecture, workshop		
8	Assessment Methods and Types	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%; padding: 5px;"> <ul style="list-style-type: none"> • One Research Assignment (5,000 words) </td> <td style="width: 30%; text-align: center; vertical-align: middle; padding: 5px;">100%</td> </tr> </table>	<ul style="list-style-type: none"> • One Research Assignment (5,000 words) 	100%
<ul style="list-style-type: none"> • One Research Assignment (5,000 words) 	100%			
9	Course topics and contact hours			
	<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 			
	<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 			
	<p>Process Design Strategy</p> <ul style="list-style-type: none"> • What is Process Design? 			

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OPERATIONS MANAGEMENT ISSUES - DBA 8107



	<ul style="list-style-type: none"> • 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
	<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
	<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
	<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
	<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

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OPERATIONS MANAGEMENT ISSUES - DBA 8107



<ul style="list-style-type: none">• Planning and Managing Projects Across the Organisation
Supply-Chain Design <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
Location <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
Lean Systems <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
Information Technology and Value Chains <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
Forecasting <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

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OPERATIONS MANAGEMENT ISSUES - DBA 8107



	<ul style="list-style-type: none"> Using Multiple Techniques Forecasting Across the Organisation 	
	<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 	
	<p>Inventory Management</p> <ul style="list-style-type: none"> Inventory Concepts Economic Order Quantity Inventory Control Systems Inventory Management Across the Organisation 	
	<p>Resource Planning</p> <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 	
	<p>Scheduling</p> <ul style="list-style-type: none"> Scheduling Service and Manufacturing Processes Scheduling Customer Demand Scheduling Employees Operations Scheduling Scheduling Across the Organisation 	
10	Main Reference(s)	Lee J. Krajewski, Larry P Ritzman, Manoj K. Malhotra, Operations Management: Processes and Supply Chains , 11 th edition, Pearson 2016
11	Additional reference(s)	<p>Stevenson, William J. Operations management. 10th ed. McGraw-Hill/Irwin, c2010</p> <p>Danny Samson & Prakash J. Singh(ed). Operations management : an integrated approach / Cambridge University Press, 2010</p> <p>Website: www.questia.com www.ipma.co.uk www.ebsconhost.com</p>

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OPERATIONS MANAGEMENT ISSUES - DBA 8107



	<p>Barratt, M., Choi, T.Y. and Li, M. (2011), "Qualitative case studies in operations management: trends, research outcomes, and future research implications", <i>Journal of Operations Management</i>, Vol. 29, pp. 329–342</p> <p>ESRC (2009-2010), "Trends in modern operations management", Reference RES-451-26-0547, Economic and Social Research Council, available at: http://www1.aston.ac.uk/aston-business-school/research/groups/oim/research/esrcseminars/</p> <p>Blome, C., Paulraj, A. & Schuetz, K. 2014. 'Supply Chain Collaboration and Sustainability: A profile deviation analysis.' <i>International Journal of Operations & Production</i>.</p>
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