

<b>Module code</b>	MGT7A1	<b>Level</b>	7
<b>Module title</b>	Operations Management	<b>Credit value</b>	10
<b>Programme(s) on which the module is taught</b>	MA Leadership and Organisational Change MA Management and Finance MA Management and Marketing MA International Business	<b>ECTS Credits</b>	5
		<b>Notional learning hours</b>	100

### 1. Pre-requisite modules

None

### 2. Module aims and objectives

Businesses buy and sell. They have inputs and they have outputs. The object of this module is to introduce students to the transformation processes that convert – at a profit – those inputs into outputs. To achieve this goal, the module covers three broad areas:

- The first is operations management: how to structure and to run the internal workings of an organization, including planning for production and/or service provision.
- The second area is supply chain management: extending operations management beyond the boundaries of the organization to include suppliers and customers.
- The third area is project management: dealing with discrete, time-limited projects instead of on-going and repeating activities.

This course provides students with concepts, techniques and tools to design, analyze and improve the operational capabilities of an organization.

The module makes extensive use of simulation exercises to give students the opportunity to learn by practice.

### 3. Learning outcomes

#### Knowledge and understanding

*Upon successful completion of this module:*

**A1:** The student will demonstrate a systematic understanding and knowledge of management and other relevant business disciplines required to be an effective manager.

**A2:** The student will demonstrate an understanding of current management theoretical and methodological approaches and how these affect the way business management knowledge and thinking are interpreted in managerial practice.

#### Skills

*Upon successful completion of this module:*

- B1:** The student will develop critical responses to current / existing business management theoretical discourse, methodologies and practises.
- B2:** The student will demonstrate the ability to analyse, distil and solve practical business management problems, in complex situations, through critical evaluation and sound judgement.
- B3:** The student will demonstrate flexibility and creativity in the application of knowledge in unfamiliar and ambiguous contexts; managing uncertainty and complexity and demonstrate an ability to synthesise ideas and information in innovative ways.
- B4:** Competency in essential practical skills to autonomously adapt performance and capabilities in multiple contexts.
- B6:** Incorporate a critical ethical dimension to their studies, managing the implications of ethical and cross-cultural issues and work proactively with others to formulate solutions.
- B7:** Develop the ability for critical self-evaluation and reflection based on constructive feedback
- B8:** Identify, evaluate and develop competencies and qualities to support effective interpersonal communication skills in a range of complex, ambiguous and specialized / generalized contexts
- B9:** Further develop skills associated with working and delivering as part of a team

#### **4. Indicative content**

The module will cover a number of essential topics, including but not restricted to the following:

- forecasting
- capacity planning
- inventory management
- purchasing and procurement
- facilities location, layout and design
- warehousing and logistics
- lean manufacturing and JIT
- ERP and MRP systems
- supply chain management
- quality management and control
- project management
- the technological innovations currently promising to dramatically alter operations and logistics

Students should be able to draw upon various sources of information in order to structure an argument and develop a coherent set of ideas.

## 5. Learning and teaching methods

The module will be organized around a combination of lectures, seminars and workshop activities. We will use case studies and articles / papers to illustrate the relevant issues and provide a basis for discussion and analysis.

In addition, the module will make extensive use of simulations.

<b>10 credit module – 100 learning hours</b>	
<b>Directed learning</b>	<b>Hours</b>
Seminars & Workshops	33
<b>Self-directed learning</b>	<b>Hours</b>
Preparation for class	36
Preparation for assessments	31
<b>Total</b>	<b>100</b>

## 6. Assessment and relative weightings

The assessment will be structured around simulations – involving preparation, participation and performance, and analysis. Although students will work in groups, a significant portion of the assessment will be individual. Weighting is 30% group presentation and 70% individual report.

## 7. Mapping of assessment tasks for the module

<b>Assessment tasks</b>	<b>A1</b>	<b>A2</b>	<b>B1</b>	<b>B2</b>	<b>B3</b>	<b>B4</b>	<b>B6</b>	<b>B7</b>	<b>B8</b>	<b>B9</b>	
Group Presentation	x	x	x	x	x	x	X	x	x	x	
Individual Report	x	x	x	x	x	x	X	x	x		

## 8. Key reading

### Core Text

- Heizer, Jay, Barry Render, and Chuck Munson (2016) *Operations Management*, 12<sup>th</sup> edition, global edition, London: Pearson

### Supplementary Reading

- Simchi-Levi, David, Philip Kaminsky and Edith Simchi-Levi (2019 - planned) *Designing and Managing the Supply Chain: concepts, strategies and case studies*, 4<sup>th</sup> edition (international edition), New York: McGraw-Hill
- de Geus, Arie (1999) *The Living Company*. London: Nicholas Brealey Publishing
- Goldratt, E. and J. Cox (2014). *The Goal*. 4<sup>th</sup> revised edition. Great Barrington, MA: The North River Press Publishing Company
- Womack, J., D.T. Jones, and D. Roos (2007). *The Machine that Changed the World* (new edition). New York: Simon & Schuster