



# MGMT19126 Operations Management

## Term 1 - 2018

Profile information current as at 27/04/2024 12:58 am

All details in this unit profile for MGMT19126 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

### General Information

#### Overview

This unit focuses on the production of goods and services in a multitude of operations that provide for the needs of people in our increasingly globalised economy. In this unit, you will gain insights on how output is achieved smoothly, efficiently, and profitably to meet the needs of organisational customers and clients. This unit will enable you to gain knowledge and skills to recognise the need for improvements within an organisation's business model and value chain. You will examine productivity management, quality control, facilities management, and project management. The unit will enable you to design and develop production and operating systems, while also applying a number of generic problem-solving techniques.

#### Details

Career Level: *Undergraduate*

Unit Level: *Level 2*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

Completion of 48 credit points in the first year of equivalent full-time study.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

#### Offerings For Term 1 - 2018

- Brisbane
- Distance
- Melbourne
- Perth
- Rockhampton
- Sydney

#### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

#### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Written Assessment**

Weighting: 40%

#### 2. **Practical Assessment**

Weighting: 60%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Have Your Say

**Feedback**

(All) "lecturers provided good real life examples of each part of the OM material" ... "extensive industry experience is priceless"

**Recommendation**

Continue using current examples occurring in industry as well as discussing those being reported in the media.

#### Feedback from Have Your Say

**Feedback**

"The model site was presented well and easy to find my way around. All relevant documents were placed at the top of the page which was helpful"

**Recommendation**

Use 'lean principles' to assist navigation to relevant documents.

#### Feedback from Have Your Say

**Feedback**

"Video discussions of assessments were very helpful"

**Recommendation**

Maintain this activity and encourage greater participation.

#### Feedback from Have Your Say

**Feedback**

"I would have liked to participate in the Zoom sessions but the time allocated was during work hours (lunchtime), although I understand it is challenging catering to a diverse range of students"

**Recommendation**

Students have been polled for more convenient time; sessions are now being run after 7:00PM

#### Feedback from Have Your Say

**Feedback**

"The best aspect was the extra resources supplied on Moodle"

**Recommendation**

Continue to revise materials with current research papers, TED and You Tube presentations, and emerging aspects being reported by the media. discussion.

#### Feedback from Have Your Say

**Feedback**

"Tutorial activities added value to the learning contexts"

**Recommendation**

Maintain the connection between research and evidence-based best-practice.

## Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Analyse the role operations managers perform in an organisation
2. Examine the interaction of operations management with other functional areas such as finance, marketing, and human resources
3. Evaluate operational processes in the context of efficiency, effectiveness, flexibility, quality, cost management, responsiveness, and productivity
4. Develop the ability to use qualitative and quantitative techniques to address and solve operations management problems
5. Analyse recent and emerging trends in operations management and their potential impact on organisational performance.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Written Assessment - 40%	•	•	•		•
2 - Practical Assessment - 60%	•	•	•	•	•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Communication	•	•	•	•	•
2 - Problem Solving	•	•	•	•	•
3 - Critical Thinking	•	•	•	•	•
4 - Information Literacy	•	•	•	•	•
5 - Team Work					
6 - Information Technology Competence	•	•	•	•	•
7 - Cross Cultural Competence	•	•			•
8 - Ethical practice	•	•	•	•	•
9 - Social Innovation					

## Graduate Attributes

## Learning Outcomes

1 2 3 4 5

### 10 - Aboriginal and Torres Strait Islander Cultures

## Alignment of Assessment Tasks to Graduate Attributes

### Assessment Tasks

### Graduate Attributes

1 2 3 4 5 6 7 8 9 10

#### 1 - Written Assessment - 40%

•	•	•						•		
•	•	•	•			•	•	•		

#### 2 - Practical Assessment - 60%

## Textbooks and Resources

### Textbooks

MGMT19126

#### Prescribed

#### OM6 ( Operations Management )

Edition: 6th edn (2016)

Authors: Collier, DA & Evans, JR

Cengage Learning

Florence , KY , USA

ISBN: 9781305664791

Binding: Paperback

#### Additional Textbook Information

Students can purchase either an ebook from the publisher's website or paper copies are still available from the CQUni Bookshop here: <http://bookshop.cqu.edu.au>

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

#### You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Zoom.us (invited as a guest)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**James Callan** Unit Coordinator

[j.callan@cqu.edu.au](mailto:j.callan@cqu.edu.au)

## Schedule

### Week 1 - 05 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
Operations, Value Chains, and Measuring Performance	Ch. 1 Operations Management and Value Chains. Ch. 2 Measuring Performance in Operations and Value Chains	Interactive Seminar 1: Welcome to the unit -- learning outcomes Introduction to learning log requirements, and learning objectives

### Week 2 - 12 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
Operational strategy and technology	Ch. 3 Operations Strategy. Ch. 4 Technology and Operations Management	Interactive Seminar 2: Learning Log 1 due 12 March 2018 (5:00 PM AEST)

### Week 3 - 19 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
Goods and Service Design	Ch. 5 Goods and Service Design	Interactive Seminar 3: Learning Log 2 due 19 March 2018 (5:00 PM AEST)

### Week 4 - 26 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
Process, Selection, Design, and Analysis	Ch. 7 Process, Selection, Design, and Analysis	Interactive Seminar 4: Learning Log 3 due 26 March 2018 (5:00 PM AEST)

### Week 5 - 02 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Facility and work design	Ch. 8 Facility and Work Design	Interactive Seminar 5: Learning Log 4 due 2 April 2018 (5:00 PM AEST)

### Vacation Week - 09 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Contact Free		

### Week 6 - 16 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Supply chain design	Ch. 6 Supply Chain Design	Interactive Seminar 6: Learning Log 5 due 16 April 2018 (5:00 PM AEST)

### Week 7 - 23 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Forecasting, demand planning and capacity management	Ch. 9 Forecasting and Demand Planning Ch. 10 Capacity Management	Interactive Seminar 7: Learning Log 6 due 23 April 2018 (5:00 PM AEST)  <b>Operations Management Essay</b> Due: Week 7 Tuesday (24 Apr 2018) 5:00 pm AEST

### Week 8 - 30 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Inventory management and supply chain logistics	Ch. 11 Managing Inventories in Supply Chains. Ch. 12 Supply Chain Management and Logistics	Interactive Seminar 8: Learning Log 7 due 30 April 2018 (5:00 PM AEST)

**Week 9 - 07 May 2018**

Module/Topic	Chapter	Events and Submissions/Topic
Scheduling and sequencing	Ch. 13 Resource Management. Ch. 14 Operations Scheduling and Sequencing	Interactive Seminar 9: Learning Log 8 due 7 May 2018 (5:00 PM AEST)

**Week 10 - 14 May 2018**

Module/Topic	Chapter	Events and Submissions/Topic
Quality management and quality control	Ch.15 Quality Management. Ch. 16 Quality Control and Statistical Process Control (SPC)	Interactive Seminar 10

**Week 11 - 21 May 2018**

Module/Topic	Chapter	Events and Submissions/Topic
Lean operations	Ch.17 Lean Operating Systems	Interactive Seminar 11

**Week 12 - 28 May 2018**

Module/Topic	Chapter	Events and Submissions/Topic
Managing projects	Ch. 18 Project Management	Interactive Seminar 12: Unit review and evaluation  <b>Operations Management Capability Assessment: (i) Learning Logs 1-8 (20%) and (ii) Written Report II (40%) Due: Week 12 Monday (28 May 2018) 5:00 pm AEST</b>

## Assessment Tasks

### 1 Operations Management Essay

**Assessment Type**

Written Assessment

**Task Description**

Write an essay (1500-1800 words) that addresses problems specific to a designated operations management scenario.

The assessment requires you to provide insights that demonstrate understanding of operations management stemming from theoretical and conceptual content covered during the first 6 weeks of the unit.

**Assessment details are provided in the form of briefing notes as well as in-class guidance and clarification as required.**

**Assessment Due Date**

Week 7 Tuesday (24 Apr 2018) 5:00 pm AEST

Use file (.doc, .docx to .pdf) converter and submit the essay.

**Return Date to Students**

Week 9 Tuesday (8 May 2018)

Grades and feedback comments are released in Moodle. Feedback Studio and the Grade book are the designated platforms for reviewing outcomes from the assessment process

**Weighting**

40%

**Assessment Criteria**

Assessment of content:	Marks
Interpretation, understanding, and explanation of an operations management problem. Integration and application of refereed academic sources pertinent to the stated problem in the introduction as well as the development of a persuasive argument or discussion .	<b>10</b>

### Assessment of logic and analytical reasoning:

Appropriateness of data including suggested requirement for calculations and analysis  
Discussion of the relevant theoretical issues  
The development of logical propositions or claims and counter claims (points of argument)  
Analytical treatment, problem resolution, and conclusion **20**

### Assessment of referencing standards, language conventions, and usage.

Use of the APA referencing and citation standards for third-party content (i) in-text referencing (ii) capitalization and layout (iii) Turn-it-in similarity rate (threshold).  
Appropriate presentation essay structure, and word count (10% +/-)  
Addresses language conventions: (i) paragraph structure (ii) spelling (iii) grammar (iv) terminology **10**  
Addresses language usage (i) word order (ii) report flow/structure (iii) paraphrasing and quotations limits (iv) tense (past or present) (v) subject and verb agreement

### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

### Submission

Online

### Submission Instructions

Submissions must be uploaded into Moodle (the unit website) per policy on or before the due date. Penalties apply for late submissions.

### Learning Outcomes Assessed

- Analyse the role operations managers perform in an organisation
- Examine the interaction of operations management with other functional areas such as finance, marketing, and human resources
- Evaluate operational processes in the context of efficiency, effectiveness, flexibility, quality, cost management, responsiveness, and productivity
- Analyse recent and emerging trends in operations management and their potential impact on organisational performance.

### Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Ethical practice

## 2 Operations Management Capability Assessment: (i) Learning Logs 1-8 (20%) and (ii) Written Report II (40%)

### Assessment Type

Practical Assessment

### Task Description

Assessment 2 comprises two principal tasks:

#### (i) Learning Logs 1-8 (20%)

Learning logs (100-150 words) draw on content specific to the week preceding the date of submission.

Each exercise addresses a topic of importance to your overall appreciation of Industry 4.0 issues, and your chief role is to identify implications (positive or negative) concerning operational management capability. Learning logs enable you to work on subject matter of relevance to Written Report II, since the topics, as listed in Moodle, equate with key aspects of importance to operations management theory and practice.

#### (ii) Written Report II (40%)

Develop and submit a concise report (1500-1800 words) that assesses and evaluates anticipated discontinuities and disruptions (imminent failure) to a key aspect of operations management. The key aspect you select must also feature a problem of some importance. Pay particular attention to briefing notes provided in the assessment block in Moodle, as preparation for the report starts in week 2. Critical insight rather than a descriptive account of operations management is a specific assessment requirement for the report. Appropriately structured reports demonstrate not only a working appreciation of particular theories and concepts specific to operations management, but also make the case *for* or *against* a need to contemplate contingency planning—a course of action intended to offset the prospect of a significant



future event derailing a firm's operating status or capability. .

**To successfully complete the assessment:**

- Make use of the lectures
- Participate in the weekly seminars (workshops)
- Fulfill the assigned reading for each week
- Complete the required Learning Log entries
- Refer to the assessment criteria and apply the agreed standards

**Assessment details are provided in the form of briefing notes as well as in-class guidance and clarification as required.**

**Assessment Due Date**

Week 12 Monday (28 May 2018) 5:00 pm AEST

Learning Logs submissions may not extend beyond Monday 7 May (5:00 PM AEST). Written Report II falls due 28 May (5:00 PM AEST) Use file converter (.doc, .docx to .pdf) and submit the written report. Submissions must be uploaded into Moodle per policy on or before the due date. Penalties apply for late submissions.

**Return Date to Students**

Week 9 Friday (11 May 2018)

Final grades for learning logs are reported in the gradebook. Written Report II feedback and grades are to be released upon certification of grades (refer to assessment policy).

**Weighting**

60%

**Assessment Criteria**

**Learning Logs: (20 marks)**

Each learning log entry or posting is rated to a maximum of 5 points (see rubric in Moodle). The total of ratings is scaled to provide a grade of up to 20 marks (refer to the grade book)

Each of the 8 learning log postings provides an account or personal insight or reflection of learning and understanding. Learning logs are written statements confirming learning and understanding acquired through guided reading, instruction, and interaction. The contents, attachments, and reflections you post are not for publication. As a collection of *notes to oneself* each post is graded in terms of its capacity to assist you in structuring and developing the final written report.

**Written feedback and ratings are provided on or before Friday (5:00 pm) of the week each learning log falls due.**

**Written Report: (40 marks)**

Develop and submit a concise report that assesses and evaluates anticipated discontinuities and disruptions to a key aspect of operations management.

<b>Assessment of content:</b>	<b>Marks</b>
Interpretation, understanding, and explanation of an operations management problem.	<b>10</b>
Integration and application of the textbook and refereed academic sources pertinent to the stated problem	

**Assessment of analytical reasoning:**

Appropriateness of worked data including calculations, analysis, and interpretation if needed	<b>20</b>
Critical discussion of relevant theoretical issues	
The development of theoretical propositions or claims and counter claims (points of argument)	
Problem resolution and justification	

**Assessment of referencing standards, language conventions, and usage.**

Use of the APA referencing and citation standards for third-party content (i) in text referencing (ii) capitalization and layout (iii) Turn-it-in similarity rate (threshold).	<b>10</b>
Appropriate presentation essay structure, and word count (10% +/-)	
Addresses language conventions: (i) paragraph structure (ii) spelling (iii) grammar (iv) terminology	
Addresses language usage (i) word order (ii) report flow/structure (iii) paraphrasing and quotations limits (iv) tense (past or present) (v) subject and verb agreement	

**Referencing Style**

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**Submission**

Online

**Submission Instructions**

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**Learning Outcomes Assessed**

- Analyse the role operations managers perform in an organisation
- Examine the interaction of operations management with other functional areas such as finance, marketing, and human resources
- Evaluate operational processes in the context of efficiency, effectiveness, flexibility, quality, cost management, responsiveness, and productivity
- Develop the ability to use qualitative and quantitative techniques to address and solve operations management problems
- Analyse recent and emerging trends in operations management and their potential impact on organisational performance.

**Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



#### Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



#### Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



#### Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem