



# MGMT20130 Operations Management

## Term 2 - 2017

Profile information current as at 09/12/2022 11:00 pm

All details in this unit profile for MGMT20130 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

Operations Management explores the contemporary principles and practices involved in the management of both service and manufacturing operations. Taking a strategic approach to operations, the unit covers fundamental areas such as process planning, design, control and improvement; quality management and lean thinking; the role of the supply chain in modern operations; capacity and location principles as well as the use of project-based activities in an operational environment. The unit provides theory-based, and research proven, practical approaches to the management of operations in a dynamic environment. If you have successfully completed the unit MGMT20085 you should not enrol in this unit.

### Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

There are no requisites for this unit.

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 2 - 2017

- Brisbane
- Distance
- Melbourne
- 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 Postgraduate 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: 25%

#### 2. **Written Assessment**

Weighting: 35%

#### 3. **Written Assessment**

Weighting: 40%

### 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 the lecturers and the coordinator are really good! They are the most experienced teachers that I have ever seen. They teach me not only the knowledge but also learning strategies. They are always kindly help me"

**Recommendation**

Maintain respectful support to assist each student's progress.

#### Feedback from 'Have your say'

**Feedback**

"The notes and video conferencing and the ability to communicate and feedback was excellent"

**Recommendation**

Maintain currency of material by incorporating Australian examples and topical issues that have implications for an operations manager.

#### Feedback from 'Have your say'

**Feedback**

"Firstly the course is very interesting as it includes practical approach"

**Recommendation**

Maintain the link between the insights from evidence-based research published in the Journals and the application of these to the operating contexts for managers in this field.

#### Feedback from 'Have your say'

**Feedback**

"Good to see the changes over the years. It is becoming an environment for students to succeed"

**Recommendation**

Maintain uploading the weekly Zoom sessions and the specific Zoom workshops prior to assignment submission.

#### Feedback from 'Have your say'

**Feedback**

"We are busy people and more video content would be easier and more convenient way to understand the principles. Also busy people travel a lot and a podcast format of the modules would assist. If the book came in an audio version it would help tired eyes and give an opportunity to cover the chapters whilst travelling, driving, walking etc"

**Recommendation**

Zoom sessions each week are uploaded in both video and audio format. The request for an audio version of the text is acknowledge as an improvement if one can be sourced'

#### Feedback from 'Have your say'

**Feedback**

"More interaction opportunity with manager could be provided to enhance practical knowledge of student"

**Recommendation**

Record and upload interviews with Operations Managers around specific topics.

## Unit Learning Outcomes

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

1. critically examine operations management and the role of operations managers within the organisation;
2. apply a systems approach to the management of operational functions;
3. explain and assess the linkages between operations and other functions within the organisation;
4. identify, analyse and find solutions to contentious issues and situations in the management of operations;
5. critically evaluate the role that operations management plays in achieving the sustainability goals of an organisation; and
6. demonstrate a critical awareness of contemporary developments in operations management.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
<b>1 - Written Assessment - 25%</b>	•	•	•	•	•	•
<b>2 - Written Assessment - 35%</b>	•	•	•	•	•	
<b>3 - Written Assessment - 40%</b>	•	•	•	•	•	•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
<b>1 - Knowledge</b>	○	○	○	○	○	○
<b>2 - Communication</b>			○	○		○
<b>3 - Cognitive, technical and creative skills</b>	○	○	○	○	○	○
<b>4 - Research</b>			○	○	○	○
<b>5 - Self-management</b>		○		○		○
<b>6 - Ethical and Professional Responsibility</b>	○	○		○	○	○
<b>7 - Leadership</b>	○	○	○	○	○	○
<b>8 - Aboriginal and Torres Strait Islander Cultures</b>						

## Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes							
	1	2	3	4	5	6	7	8
<b>1 - Written Assessment - 25%</b>	○	○	○	○	○	○		
<b>2 - Written Assessment - 35%</b>	○	○	○	○	○	○	○	
<b>3 - Written Assessment - 40%</b>	○	○	○	○	○	○	○	

## Textbooks and Resources

### Textbooks

MGMT20130

#### Prescribed

#### Operations Management for MBAs

Edition: 5th IE (2013)

Authors: Meredith JR, & Shafer SM

Wiley

Hoboken, NJ, USA

ISBN: 9781118379790

Binding: Paperback

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

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

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## 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

**Malcolm Johnson** Unit Coordinator

[m.n.johnson@cqu.edu.au](mailto:m.n.johnson@cqu.edu.au)

## Schedule

### Week 1 - 10 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Operations Management Developing customer value.	Chapter 1	

<b>Week 2 - 17 Jul 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Operations and competitive strategy	Chapter 1	
<b>Week 3 - 24 Jul 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Process planning and design	Chapter 2	
<b>Week 4 - 31 Jul 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Controlling processes	Chapter 3	<b>Assessment #1: Reflective Essay</b> Due: Week 4 Monday (31 July 2017) 9:00 am AEST
<b>Week 5 - 07 Aug 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Using 'six sigma' to improve processes	Chapter 4	
<b>Vacation Week - 14 Aug 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Week 6 - 21 Aug 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Using 'lean' principles to improve processes	Chapter 5	
<b>Week 7 - 28 Aug 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Project management	Chapter 6	<b>Assessment #2: Diagnostic Case Study</b> Due: Week 7 Monday (28 Aug 2017) 9:00 am AEST
<b>Week 8 - 04 Sep 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Managing the supply chain	Chapter 7	
<b>Week 9 - 11 Sep 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Managing inventory	Chapter 7	
<b>Week 10 - 18 Sep 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Location and capacity strategies	Chapter 8	
<b>Week 11 - 25 Sep 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Forecasting and managing demand	Chapter 8 (Supplement)	
<b>Week 12 - 02 Oct 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Review of operations management		<b>Assessment #3: Business Report</b> Due: Week 12 Friday (6 Oct 2017) 5:00 pm AEST
<b>Review/Exam Week - 09 Oct 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Exam Week - 16 Oct 2017</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>

## Assessment Tasks

### 1 Assessment #1: Reflective Essay

#### Assessment Type

Written Assessment

#### Task Description

The primary purpose of this reflective essay is to focus attention on the discipline of Operations Management and the likely skills necessary as jobs and careers evolve in response to technology and other developments.

Your task is to choose a topic that interests you from one of the eleven to be covered from week 1 to week 11 (see the unit schedule in the Unit Profile).

Write a brief description of your understanding of what the topic is about, and how formal study of this topic will help you develop the necessary skills that can respond to technology and other developments.

As this is an essay, no headings or references are required.

#### Assessment Due Date

Week 4 Monday (31 July 2017) 9:00 am AEST

#### Return Date to Students

Monday (21 Aug 2017)

5:00PM

#### Weighting

25%

#### Assessment Criteria

**Your reflective essay will be assessed according to the following criteria:**

Succinct understanding of the chosen topic: 20%

Identification of technology and other developments emerging in the field: 30%

Compelling evaluation of how current skills are likely to evolve in response to the above: 30%

Quality of self-reflective evaluation of skills gap and how formal study will help you specifically: 15%

Clarity of expression, grammar, use of Australian English, in an essay format: 5%

Report length 1000-words ( $\pm 10\%$ ). Submissions that exceed 1100 words will be penalised at a rate of 1% per 100-words (or part thereof) of the nominated assessment value.

Submissions must be in an **essay** format using Word with 1.5 line spacing and Times Roman 12 point font.

Submit this assignment through **Turnitin** in Moodle, with a cover sheet showing the unit name and code, assessment number, your name and student number.

Late submissions will also be penalised at the rate of "five per cent of the total marks available for the assessment each calendar day (full or part) it is overdue" (Policy: Assessment of Coursework section 3.2.4)

#### Referencing Style

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

#### Submission

Online

#### Learning Outcomes Assessed

- critically examine operations management and the role of operations managers within the organisation;
- apply a systems approach to the management of operational functions;
- explain and assess the linkages between operations and other functions within the organisation;
- identify, analyse and find solutions to contentious issues and situations in the management of operations;
- critically evaluate the role that operations management plays in achieving the sustainability goals of an organisation; and
- demonstrate a critical awareness of contemporary developments in operations management.

#### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility

## 2 Assessment #2: Diagnostic Case Study

### Assessment Type

Written Assessment

### Task Description

This assessment task is designed to apply Operations Management principles, theories and models. You are to apply these to analyse the current operations of an organisation described in a short case study. The assignment requires you to write a succinct business report that identifies the operational issues in the case and develops an argument about their root causes. As such, your diagnostic business report presents a cause/effect argument that reflects the insights from extensive research within the academic literature relating to operations management. The objective is to identify and specify the problems that exist (do not try to solve the case study). Some research into the sector would also be beneficial.

Full details of the case and assignment requirements are available on the unit website.

### Assessment Due Date

Week 7 Monday (28 Aug 2017) 9:00 am AEST

### Return Date to Students

Monday (11 Sept 2017)

5:00PM

### Weighting

35%

### Assessment Criteria

#### Your diagnostic report will be assessed according to the following criteria:

Thorough understanding of relevant concepts, principles, theories, tools and models used in identifying the issues in the case study and diagnosing their causes: 45%

Compelling expression of your evidence-based arguments: 30%

Clear flow of thought throughout the paper with a clear and succinct purpose described in the introduction and a clear and succinct summary of the causes of the issues: 10%

Critical analysis and integration of relevant academic insights from at least ten (10) academic journals: 10%

Appropriate in text referencing and reference list. Adherence to APA formatting: 5%

Report length 2000-words ( $\pm 10\%$ ). Submissions that exceed 2200 words (reference list excluded) will be penalised at a rate of 1% per 100-words (or part thereof) of the nominated assessment value.

Submissions must be in Business Report format using Word with 1.5 line spacing and Times Roman 12 point font.

Submit this assignment through **Turnitin** in Moodle, with a cover sheet showing the unit name and code, assessment number, your name and student number.

Late submissions will also be penalised at the rate of "five per cent of the total marks available for the assessment each calendar day (full or part) it is overdue" (Policy: Assessment of Coursework section 3.2.4)

### Referencing Style

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

### Submission

Online

### Learning Outcomes Assessed

- critically examine operations management and the role of operations managers within the organisation;
- apply a systems approach to the management of operational functions;
- explain and assess the linkages between operations and other functions within the organisation;
- identify, analyse and find solutions to contentious issues and situations in the management of operations;
- critically evaluate the role that operations management plays in achieving the sustainability goals of an organisation; and

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership



## 3 Assessment #3: Business Report

### Assessment Type

Written Assessment

### Task Description

This assessment task extends the application of knowledge and skills demonstrated in previous unit assessments. In the context of the prescribed case study, you are required to analyse the current situation, identify key operational problems within the organisation, and develop a set of recommendations that, when implemented, will overcome the identified problems without creating new ones.

To be presented in a business report format, you are expected to provide a compelling analysis and recommendations supported by appropriate evidence and discussion from relevant academic literature. You are also required to develop an 18-month action plan that details how you propose to implement the recommendations.

### Assessment Due Date

Week 12 Friday (6 Oct 2017) 5:00 pm AEST

### Return Date to Students

Assignments and marks will be made available after Grade Certification on November 3, 2017.

### Weighting

40%

### Assessment Criteria

#### Your business report will be assessed according to the following criteria:

Thorough understanding of relevant concepts, principles, theories, tools and models used to analyse the current situation and key operational problems in the case study: 40%

Compelling expression of your evidence-based arguments leading to your recommendations: 25%

Development of an action plan to implement your recommendations over an 18-month period: 20%

Critical analysis and integration of relevant academic insights from at least fifteen (15) academic journals: 10%

Appropriate in-text referencing and reference list. Adherence to APA formatting: 5%

Report length 3000-words ( $\pm 10\%$ ). Submissions that exceed 3300 words (reference list excluded) will be penalised at a rate of 1% per 100-words (or part thereof) of the nominated assessment value.

Submissions must be in Business Report format using Word with 1.5 line spacing and Times Roman 12 point font.

Submit this assignment through **Turnitin** in Moodle, with a cover sheet showing the unit name and code, assessment number, your name and student number.

Late submissions will also be penalised at the rate of "five per cent of the total marks available for the assessment each calendar day (full or part) it is overdue" (Policy: Assessment of Coursework section 3.2.4)

### Referencing Style

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

### Submission

Online

### Learning Outcomes Assessed

- critically examine operations management and the role of operations managers within the organisation;
- apply a systems approach to the management of operational functions;
- explain and assess the linkages between operations and other functions within the organisation;
- identify, analyse and find solutions to contentious issues and situations in the management of operations;
- critically evaluate the role that operations management plays in achieving the sustainability goals of an organisation; and
- demonstrate a critical awareness of contemporary developments in operations management.

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility

- Leadership

## 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