

Module Study Guide

Academic Year 2022–2023

BO – Business operations

Level: 4

Credits: 10 ECTS

Academic Partner:

Marbella International University Centre (MIUC)

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1 Module overview

1.1 Introduction

Operations management is at the heart of the creation of wealth for business, it is responsible for the production of services and products in an ethical and environmentally responsible way while catching up with an evolving market.

The Business Operations module is designed to help you to develop the understanding and knowledge of modern international business operations.

Along the sessions, all different aspects of modern business operations will be reviewed with you, including state-of-the-art methods for capacity planning, supply chain management and lean manufacturing. You will learn the importance of organised operation and planning for the success of any business and the most common and successful strategies followed by companies and entrepreneurs. For this sake, an important part of the module will be devoted to case studies, promoting teamwork and analytical discussion among the students.

1.2 Module summary content and aims

This module will run throughout the semester (14 weeks) and it aims to:

- Open your mind to the world of business operations.
- Unveil the power of effectively driving business in its core
- Making ideas (products) come true and bring them on-time to the customer.
- Explain why operations are a key topic, being at the heart of the creation of wealth for business and – at the end- the society.

Upon completion of this module, the participants will develop the capability to analyse problems and support managerial decisions. Along this module, as in any real business, team work will be an essential tool for your success.

The module will cover following key areas of knowledge:

- Introduction to operations management as competitive advantage
- Process strategy and analysis
- Capacity planning
- Total Quality
- Lean Manufacturing
- Forecasting

The structure of the course and organisation of the lectures is scheduled following a logical path that will bring you from the general concepts and needs of basic business operations to the most practical issues.

Discussions in the class will be guided to promote analytical thinking and team work spirit.

Expectations

Specific expectations students can have of tutors:

- Constructive formative feedback on draft for the assessment (not including written examination, oral assignment).
- Slides and learning materials made available on the learning platform.
- Assessment marks and summative feedback given within fifteen working days from the assessment submission deadline.

Specific expectations tutors will have of students:

- Attend all teaching and activity sessions.
- Behave professionally in classes and avoid disruption to class and other students.
- Inform module leader via email and fill out the absence notification/justification form online beforehand when not able to attend any classes.
- Participate and communicate professionally in class and with module leader.
- Attempt all assessments by submission deadline and communicate with the module leader if there are any extenuating circumstances to explore extensions requests and/or mitigation claims.

1.3 Learning outcomes to be assessed

At the end of the module the students will be able to:

- LO-1. Understand and examine operation models and strategies
- LO-2. Apply effectively basic tools of capacity planning
- LO-3. Select successful strategies for creating and maintaining an efficient supply chain
- LO-4. Use simple methods for forecasting

1.4 Indicative contact hours

Teaching Contact Hours	56 hours
Independent Study Hours	144 hours
Total Learning Hours	200 hours

2 Assessment and feedback

2.1 Summative assessment grid

Type of Assessment	Word Count or equivalent	Threshold (if Professional Body-PSRB applies)	Weighting	Pass Mark	Submission due-date & time	Method of Submission & Date of Feedback
In-class exercise (1)	10 multiple choice questions	N/A	10%	40	Week 4 (date and time TBC)	Via MIUC LMS & 5 working days after in-class exercises
In-class exercise (2)	10 multiple choice questions	N/A	10%	40	Week 7 (date and time TBC)	Via MIUC LMS & 5 working days after in-class exercises
In-class exercise (3)	10 multiple choice questions	N/A	10%	40	Week 10 (date and time TBC)	Via MIUC LMS & 5 working days after in-class exercises
In-class exercise (4)	10 multiple choice questions	N/A	10%	40	Week 13 (date and time TBC)	Via MIUC LMS & 5 working days after in-class exercises
Business Case Study	1800 words (+/-10%)	N/A	60%	40	Week 14 (date and time TBC)	Via MIUC LMS & 10 working days after the assessment

2.2 Assessment brief including criteria mapped to learning outcomes

2.2.1 Assessment 1: In-class exercise (1): Process and quality.

After reaching the first month of the module, you will have to do an exercise in class consisting of 10 multiple choice questions. These questions will cover the topics of process analysis, process strategy and quality.

Assessment criteria (LO1 will be assessed)

This assessment will be marked according to the following criteria:

- Knowledge and Understanding (100%): Students will need to understand key concepts (such as process, quality management, capacity, capability, and inventory) and theories (theory of constraints, lean manufacturing, and six sigma).

1.6.2 Assessment 2: In-class exercise (2): Capacity planning, theory of constraints and lean systems.

At the end of week 7 you will have to do an exercise in class consisting of 10 multiple choice questions. These questions will cover the topics of process analysis, process strategy and quality.

Assessment criteria (LO1 and LO2 will be assessed)

This assessment will be marked according to the following criteria:

- Cognitive Skills (100%): Students will need to be able to apply suitable approaches to capacity planning.

1.6.3 Assessment 3: In-class exercise (3): Inventories and Supply chains.

At the end of week 10, you will have to do an exercise in class consisting of 10 multiple choice questions on inventory management, supply chain performance and integration.

Assessment criteria (LO3 will be assessed)

This assessment will be marked according to the following criteria:

- Practical and Professional Skills (100%): Students will need to be able to select appropriate strategies for maintaining an efficient supply chain.

1.6.4 Assessment 4: In-class exercise (4): Planning and forecasting.

At the end of week 13, you will have to do the last exercise in class consisting of 10 multiple choice questions. These questions will cover the topics of planning, scheduling and forecasting.

Assessment criteria (LO4 will be assessed)

This assessment will be marked according to the following criteria:

- Transferable and Key Skills (100%): Students will need to be able to use simple methods to plan, schedule and forecast.

1.6.5 Assessment 5: Business Case Study

At the end of the module, you will have to analyse a real business case. This case will be representative of the main topics studied in the module and will allow the students to apply concepts and theories learnt during the module into the real-life example. The case materials will be uploaded on MIUC LMS on Week 1. The business case study should be 1800 words (+/-10%).

Assessment criteria (LO1, LO2, LO3 and LO4 will be assessed)

This assessment will be marked according to the following criteria:

- Knowledge and understanding (40%): The students should identify the core issues of the case (whether a bottleneck analysis, a quality problem, a planning or forecasting issue). They are expected to use their views in a useful exploration of information sources. Their analysis should reflect a correct understanding of concepts and theories seen in the module.
- Cognitive Skills (20%): The students are expected to bring an innovative approach to key issues identified in the case (capacity planning, forecasting, quality, supply chain management). Concept linkage between different operational approaches (lean vs. theory of constraints, zero defect vs. total quality management) will be specially valued.
- Practical and professional skills (20%): Students will need to research the main issues in the case and provide the necessary evidence to support their analysis.
- Transferable and key skills (20%): Students will need to explain the main concepts of theory of constraints, six sigma or lean manufacturing in a concise, clear way. They should also use valid references and cite works and literature properly using Harvard Referencing system.

Employability Skills:

These assessments covers the following employability skills, which you could demonstrate on your CV and at job interviews if you successfully pass the assessment:

- 1 - Problem solving
- 2 - Critical thinking
- 3 - Planning and organisation skills
- 4 - Enterprising
- 5 - Decision making

2.3 Learning materials

The reading list for this module is available on MIUC LMS in the module area.

2.3.1 Core textbook(s):

Krajewski L.J. Ritzman L.P. Malhotra M.K. (2013), *Operations Management*, Pearson Education Ltd

2.3.1 Other recommended reading:

Anupindi A. et al. (2012), *Managing business process flows*, Prentice Hall, Pearson Education

2.3.1 Other resources:

- Power B. (2012), *Three examples of new process strategy*, Harvard Business Review, 6.Dec.2012
- Tobert P.S. and Richard H. (2009), *Organizations: structures, processes and outcomes*, Pearson / Prentice Hall, NJ
- Samson D. and Terziovski M. (1999), *The relationship between total quality management practices and operational performance*, Journal of operations management, June 1999 Vol. 17 (4) 393-409
- Pyzdek T. and Keller P. (2014), *The six sigma handbook*, McGraw Hill NY
- Hammesfahr et al. (1993), Strategic planning for production capacity, Journal of Operations & Production Management (1993) Vol 13. loss: 5 pp.41-53
- Goldratt, E.M. (2005), *The goal: a process of ongoing improvement*, North river press
- Gilmore J.H. & Pine B.J. (1997), *The four faces of mass customization*, , Harvard Business review, Jan-Feb 1997
- New S. (2015), *McDonald's and the challenges of a modern Supply Chain* , Harvard Business Review 04th Feb. 2015
- Yinan Q. And Vachon S. (2015), *Supply chain strategy at TCL multimedia*, Ivey Publishing (W15507 version 2015-11-10)
- Ord K. (2012), *Principles of business forecasting*, Cengage Learning, OH

Remember to log into MIUC LMS daily to receive all the latest news and support available at your module sites!

3 Things you need to know

3.1 Our Expectations

You are expected to behave in accordance with the [Student Code of Conduct](#), and treat others with kindness and respect whether at university or online. It's important to consider your safety and the safety of others around you, especially how to stay safe online and ensure your communications are secure and appropriate.

Whether you are engaging with teaching and learning activities onsite or online, we expect the same level of commitment and engagement from you. If you are unable to attend scheduled onsite or online activities, or complete activities in the time frames set out, you should let your tutors know.

You should aim to meet assessment deadlines; if you are concerned that you will not be able to complete your assessments on time, you should talk to your tutors. Your engagement, whether online or onsite, will be tracked and if we see that you are not engaging, we will get in contact with you.

Please remember that your course team is here to support you so if you are having problems, let us know so we can work with you to find solutions and get you back on track as soon as possible. Give yourself the best possible chance to succeed by engaging with the full range of learning and teaching activities available to you.

3.2 Getting Support

Graduating with a UWL degree will open up a world of opportunities for you, but we understand that the journey to get there is not always easy – especially when you are combining studying with work, caring for others, or dealing with illness. That is why we offer lots of support to help you meet your full potential.

3.2.1 Personal Tutors, Module Leaders, Subject Librarians, and Course Leaders

Your Personal Tutor can help if you're worried about your studies, need academic advice, or want to find the best way for you to succeed.

Your Module Leader can help if you're struggling with work, don't think you can meet a deadline, or there was something you didn't understand or want to know more about.

Your Subject Librarian can help you with finding, evaluating, reading, and referencing sources. They offer drop-ins and workshops throughout the year.

Your Course Leader can help with any questions about the course you're studying, such as any course-specific requirements or options.

3.2.1 Meeting Deadlines

You should always try your best to submit your work on time. If you submit coursework late, within 10 calendar days of the deadline, then the maximum mark you will be able to get for that work will be the pass mark. Anything submitted after this would be counted as a non-submission.

We understand that there may be times when you experience circumstances outside of your control that mean you are not able to submit on time. It's a good idea to talk your Module Leader if you're not going to be able to submit on time so that they can support you and make you aware of any services that can help.

Where exceptional circumstances mean you'll be submitting your coursework late, you can request an extension before your deadline. An extension means that the penalty for submitting up to 10 calendar days late will not apply.

If your circumstances are so serious that you are not able to submit at all or are unable to attend an in-person assessment like an exam or in-class test, then you can request mitigation

for the assessment. Mitigation means that you can submit work at the next available attempt instead.

If you request an extension or mitigation before the deadline you can choose to self-certify, meaning that you do not have to provide evidence, so long as you provide a valid reason for the request. You can only self-certify three assessments per academic year. If you have used all your self-certification opportunities, or requested mitigation after the deadline, you will need to provide evidence of your exceptional circumstances for your request to be granted.

3.3 Making an Impact

3.3.1 When there's an issue

If something's negatively impacting your experience at university, you should raise this informally with your Module Leader or Course Leader.

We aim to ensure that any issues are resolved as quickly as possible to have minimum impact on your studies.

3.3.1 Module Evaluation Surveys

Towards the end of the module, you will be invited to provide some anonymous feedback to the Module Leader through an online survey. This is your opportunity to give direct feedback about the module through a series of questions and free text.

Your constructive feedback will help the Module Leader and teaching team to understand the module experience from your perspective and helps inform the development of the module. At the end of the survey period, a response to the survey will be available so that you can see the impact your voice has had.

3 Appendix: Weekly Content

<p>Week 1 Introduction. Creating value through Business Operations</p>	<p>In the first session the module organization, structure and assignments will be introduced. You will explore the time commitments you will need to make and the skills you will develop through the duration of the module.</p> <p>In the second part of the week, the student will get a first glance to the diverse concepts of business operations and their impact in the value proposition of the company.</p>
<p>Week 2. Process Strategy</p>	<p>In the second week of the module different process strategies will be discussed with the studies. The importance of layout and production setup will be revealed. In order to involve the students in the matter a case study will be discussed in the class covering key aspects of process definition.</p>
<p>Week 3. Process Analysis</p>	<p>This week is devoted to learn the proper tools for a detailed process analysis. The students will be also invited to do a team analysis of a process, focusing in the evaluation of the analytical performance, which will force them to get a deep knowledge of commonly used data analysis tools.</p>
<p>Week 4. Quality and performance</p>	<p>The importance of quality in the execution of the business will be highlighter along this week. The impact of quality on the product costs and in the customer experience will be explained to the students, that will be able also to experience it by means of a team practical exercise. Statistical process control and other complex techniques of lean manufacturing will also be presented.</p>
<p>Week 5. Capacity planning</p>	<p>Capacity planning is a big matter of concern for any operation manager. The evaluation of internal capacities implies understanding its own limitations, but also planning capital expenditures to overcome them in the right way and at the right time. The analysis of existing and required capacity implied therefore a good knowledge of the internal process, but also of the competitive landscape and the market. During this week the students will learn about capacity planning and decisions related to it, analyzing also real business cases and situations.</p>
<p>Week 6. Constraing Management</p>	<p>During this week the students will get familiar with the concept of bottleneck and line balancing. After it, they will be capable of a deep complete line analysis. They will have also the capability of not only identifying the weakest link of any production line, but also of proposing solutions and alternatives to solve the constraints.</p>
<p>Week 7. Lean systems</p>	<p>During this week the students will get familiar with key concepts of lean manufacturing. They will be able to revisit process analysis from the</p>

	<p>perspective of the value, and follow it along the production line in order to prioritize improvement actions. The importance and impact of addressing product quality upstream will also be made obvious through examples and case studies.</p>
<p>Week 8. Inventory Management</p>	<p>Controversy of inventory management will be explained to the students during the sessions of this week. On one side, they will understand the impact of inventory management for a successful and timely manufacturing strategy. On the other, they will also understand the financial impact of inventories in any running business. As usual, a very practical approach is followed by studying in detail how a world class leading company manages its inventory.</p>
<p>Week 9. Supply chain performance</p>	<p>Following the learnings of last week, in these sessions the students will deepen in the knowledge of inventory management by optimizing the company supply chain: inventory placement, outsourcing and other strategies will be analyzed together with the students. Again, a case study will be proposed to be worked out in the teams as best way of consolidating the key concepts of the week.</p>
<p>Week 10. Supply chain integration</p>	<p>The management of portfolio of suppliers that combined local with overseas partners requires a careful understanding of the value chain, strong negotiating capabilities but also a deep knowledge of the relevant factors of the business operation. This week, the students will have the opportunity to study relevant cases of the integration of the supply chain in our globalized world, analyzing the motivations and implications of common purchasing and operative strategies.</p>
<p>Week 11. Forecasting</p>	<p>This week will be devoted to understand the various forecasting methods available to forecasting systems. The student will then be able to describe a typical forecasting process used by business and make simple forecasts and estimations on the forecast error.</p>
<p>Week 12. Planning and scheduling</p>	<p>During this week the students will learn about the operation planning and scheduling process. They will be explained why the process of matching supply with demand begins with aggregation. They will have to learn how to identify different demand and supply options, and how operations plan and schedules relate to the business plan.</p>
<p>Week 13. Resource planning</p>	<p>Enterprise resource planning is the setting up of electronic information systems in such a way that information flows from most different parts and</p>

	<p>processes of the organization. It opens new frontiers to business optimization in very different ways. A simple example could be the influence of manufacturing by customer relationship management (CRM) systems. In order for these systems to work, daily operations needs to be systematically parametrized and automatized. This week, students will learn how to do this and the implications on efficiency and competitive advantage that these new process management techniques can bring to your business.</p>
<p>Week 14. Project Management</p>	<p>As a kind of corollary for the module, the last week will be devoted to explain modern project management tools, commonly used by international companies. The theoretical explanation on quality planning of projects and monitoring of execution will help the students to undertake any future assignment and represents a summary of all the key concepts that the module has offered to the students on business operations.</p>

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