

Module Study Guide

Academic Year 2020–2021

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.

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

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1.5 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

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1.6 Assessment brief including criteria mapped to learning outcomes

1.6.1 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.

1.7 Learning materials

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

1.7.1 Core textbook(s):

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

1.7.1 Other recommended reading:

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

1.7.1 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!

2 Things you need to know

2.1 Engagement

During the academic year 2020-21, the health, welfare and safety of all our students and staff is our top priority as Spain continues to deal with the ongoing implications of the COVID-19 outbreak.

Face to-face-teaching, access to MIUC facilities and being part of our unique University community are key parts of the excellent student experience at MIUC. We have been working to create a safe and efficient plan that will allow us to deliver these elements when you start with us in the fall semester, subject to government regulation.

MIUC will be ready to teach in September and we are committed to engaging with you as closely as we can, and to ensuring that you have a rich educational experience that is safe and protected to ensure that you continue to get the most from the University life and the city of Marbella.

Whether you are engaging with teaching and learning activities on site or via the MIUC Virtual Learning Environment, we expect the same level of commitment and engagement from you. If you are unable to attend scheduled on site or online activities or complete activities in the timeframes set out, you should let your module leaders know. You should aim to stick to assessment deadlines; if you are concerned that you will not be able to complete your assessments on time, you should talk to your module leaders. Your engagement, whether online or on site, will be tracked and if we see that you are not engaging, we will get in contact with you. However, we encourage you to let us know if you are struggling 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.

2.2 Need help, just ask

The University recognises that there are times when you may encounter difficulties during your course of study and provisions are made to help you. If you are struggling with meeting deadlines please talk to us, whether it's your course/module leader, personal tutor or any member of staff, speak to them so they can get you the support you need to succeed. You can extend your deadline if you have a good reason why you are not able to submit a piece

of coursework on time, [apply online for an extension](#) before your deadline. An extension will allow you an extra 10 working days. If an extension is not sufficient and circumstances beyond your control are preventing you from completing your assessment, then you can, [apply online for mitigation](#).

Please remember late submission without extension or mitigation will result in penalties depending on how late it is, see [Academic Regulations](#).

You are reminded that MIUC applies penalties to students who commit an academic offence, in which case the Academic Offences Regulations will be used to deal with any cases of academic misconduct including examination offences, plagiarism and other means of cheating to obtain an advantage.

You are encouraged to seek advice from the Students' Union and counselling service which support you with all aspects of your academic experience by providing advice and guidance to ensure you are fully informed of the academic regulations as well as advocate for student views.

You are expected to behave in line with University expectations, irrespective of whether your interactions with staff and other students are in person or online. As you will be engaging with others online and a range of online materials, it is important to consider how to stay safe online and ensure your communications are secure and appropriate. If you have any questions about how to manage your online activities, please contact your module leader.

If you have an issue about the module, you should speak to your Module Leader or Course Leader informally in the first instance. Your Course Representative can also raise your concerns at Course Committees, which take place each semester. If you are unable to resolve it informally, you should refer to the Complaints Procedure which is outlined in the student handbook and consult the Students' Union about it. The University aims to ensure that issues are resolved informally as quickly as possible to have minimum impact on your studies.

2.3 Getting support for your studies

Throughout your course of study, you will have access to a wide variety of sources of support depending on your individual circumstances and needs. Your first point of call for getting general academic support is your Personal Tutor. As well as approaching your Module Leader with any questions specifically related to your module and your Course Leader with

questions on your Course, do contact your Personal Tutor for academic advice in relation your studies and your academic development.

Apart from the University-wide support framework, which encompasses the Module Leaders, Course Leader, the Subject Librarian and your Course Administrator, you will also have at your disposal the MIUC Academic Support Team. The Team offers Academic Skills Workshops throughout the year, helping you to develop skills relevant to your degree. Workshops include for instance Essay Planning and Writing; Critical Thinking; Reflective Writing; Group Work and Presentation Skills.

English Language support and One-to-one academic support opportunities are also available. For information about all these services, please consult the Academic Office.

2.4 Student support

In addition to the support listed in the previous section, there is also more help offered by MIUC Student services, consisting of Student Life Department, Internship Support, Life Coaching Service and Counselling service. They offer a wide range of support and services consisting of extracurricular activities; Careers and internship support; Student Welfare and Counselling.

Contact Student Services for more information at:

Student Life Department: student.life@miuc.org

Internship Support: cristina@miuc.org

Life Coaching Service: Ms. Ana Cante, ana.cante@miuc.org

Counselling Service: Ms. Eva Berkovic, eva@miuc.org

2.5 Module evaluation – have your say!

Towards the end of the module you will be invited to provide some anonymous feedback to the Module Leader through a (online) survey. This is your opportunity to give some 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.

3 Appendix: Weekly Content

<p>Week 1</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>During this week the students will get familiar with the concept of</p>

<p>Constraining Management</p>	<p>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 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 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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