

Module 9: Operations Management

Stage				2			
Semester				1			
Module Title				Operations Management			
Module Number				9			
Module Status				Mandatory			
Module NFQ level				7			
List of Module Teaching Personnel				Martin Murphy and Clodagh Barry			
Contact Hours 46				Non-contact Hours 54			Total Effort (Hours) 100
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent work	
36		10		20		34	100
Allocation of Marks (Within the Module)							
	Continuous Assessment		Project	Practical		Final Examination	Total
Percentage contribution	40					60	100

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Explain the role of operations management and discuss the key challenges posed in operations management.
2. Summarise the role of managing quality in an organisation
3. Evaluate a number of frameworks in the design and delivery of products and services.
4. Discuss performance related issues and how they can be measured in an operations environment.
5. Discuss the strategic issues faced by business operations.
6. Assess the operational issues between a customer and supplier within the supply chain and competing supply chains.

Module Objectives

This module examines in detail the subject of operations management. This module introduces learners to some of the basic concepts in operations management. The module deals with problems in the areas of design, layout, flow, demand, supply, quality and performance issues. The research based assignments requires learners to study operational issues by observing and talking to managers to rectify these issues. This provides learners

with an opportunity to refine their soft skills, improve verbal and written communication and put into practice both primary and secondary research skills.

The key aims of this module are to:

- Provide learners with an introduction to key principles, strategies, models and approaches used by organisations in the management of their operations.
- Enable learners to recognise the role of technology & strategy in operations management
- Encourage learners to reflect on the appropriateness and effectiveness of managing operations within their working environments

Module Curriculum

Part I. Introduction to Operations Management

- Operations and Productivity
- Operations Strategy in a Global Environment
- Forecasting

Part II. Designing Operations

- Design of Goods and Services
- Managing Quality
- Capacity and Constraint Management
- Location Strategies
- Layout Strategies

Part III. Managing Operations

- Supply-Chain Management
- Inventory Management
- Material Requirements Planning (MRP) and ERP
- Just-in-Time, TPS, and Lean Operations

Reading lists and other learning materials

Heizer, J., Render, B., (2013) *Principles of Operations Management*, 9th edition Prentice Hall: New York

Chase, R., Jacobs, R., Aquilano, N. (2006) *Operations Management for competitive advantage* 11th edition. McGraw-Hill: New York

Johnston, R. & Clark, G. (2008): *Service Operations Management*, 3rd edition. Prentice Hall: Essex

Rowbotham, F., Azhashemi, M., Galloway, L. (2006) *Operations Management In Context* 2nd edition. Butterworth Heinemann

Slack, N., Brandon-Jones, A. & Johnston, R. (2013): *Operations Management*, 7th edition. Prentice Hall: Essex

Slack, N., Chambers, S., Johnston, R. & Betts A. (2009) *Operations and Process Management Principles and Practice for strategic impact*, 2nd edition. Prentice Hall: Essex

Module Teaching and Learning Strategy

This module is delivered through lectures and tutorials. Lectures are participative and dynamic with the use of power point presentations, videos, guest lecturers, case study analysis, group discussions and debate. Tutorials allow learners to apply knowledge gained in the lectures, individually or in groups, to resolving related issues using current relevant case study information. Learners are required to undertake extensive reading of assigned material prior to class and this allows them to participate in discussions and group work by expressing opinions and asking questions. Learners also have access to Moodle, Griffith College's Virtual Learning Environment.

Module Assessment Strategy

40% of the marks are allocated to course work. A sample assignment is included in appendices. This requires learners to undertake extensive research and may require them to then present their research in an essay/ report, alternatively case and problem solving, and or presentations. Reports may take the form of group or individual assessment. There are three possible outcomes from a project report as follows:

- To analyse an existing operations process and suggest any improvements that needs to be made. Examples include a study of the quality systems used by Ritz -Carlton, design of a services system for a healthcare provider and an analysis of intermodal movement for a railroad.
- To study operation practices in industry from the point of describing risks, benefits, best practices along with industry examples of each.
- To identify a business opportunity (for example selling household items on line) involving a product and build a business plan with a focus on supply chain issues. The goal is to identify the business opportunity and design the ideal supply chain for it. The project will include implementation details.

The remaining 60% is allocated to an end of semester closed book examination.