

## MODULE DESCRIPTOR

<b>MODULE TITLE</b>	Operations and Performance (FT)		
<b>Module Code</b>	25-7M06-00S		
<b>Level</b>	7		
<b>Credit Points</b>	15		
<b>Indicative Assessment Tasks &amp; Percentage Weightings</b>	Coursework 100%		
<b>Pre-Requisite Modules (if applicable)</b>	None		
<b>Delivered according to Standard Academic Calendar</b>	<b>Long: 2 semesters</b>	<b>Short: 1 semester</b>	<b>Other delivery pattern:</b>
YES	NO	YES	NO

### 1 MODULE AIMS

This module is concerned with the timely and cost-effective delivery of quality products and services, and involves detailed study of the meaning of quality, the processes involved in the production and delivery of a service or product, and how to improve – and measure - quality and performance. The module has three principal aims to:

- enable you to understand and evaluate the operations involved in the delivery of both service and manufacturing products;
- encourage you to apply, and recognise the limitations of, a variety of frameworks for analysing operations across a range of organisations; and
- enable you to measure and improve quality and performance in particular organisations.

While marketing provides considerable insights into customer needs and expectations, it is the operations function that is responsible for delivering services and products that meet these needs. Moreover operations managers typically manage the majority of staff in the organisation, and operations strategy is a critical factor in an organisation's profitability and survival. Measuring and improving performance is vital for all organisations, whether in the public, private or voluntary sectors.

The learning outcomes link particularly to the concept of the manager as change master, but also to the concept of the analytical thinker. However you will also address issues around being an effective manager, since being able to understand and motivate people is especially important in being an operations manager.

## **2 MODULE LEARNING OUTCOMES BY THE END OF THE MODULE YOU WILL BE ABLE TO**

1. assess and use key operations concepts, e.g. process types, service design, scheduling, and planning and control;
2. apply the critical linkages between managing operations and performance, meeting customer expectations, and improving profitability;
3. apply performance measurement frameworks to an organisation, e.g. the Balanced Scorecard;
4. evaluate the role of operations management systems in organisations;
5. critically evaluate different approaches to quality management and organisational excellence;
6. appreciate the importance of linking strategy and performance measurement.

## **3 INDICATIVE LEARNING, TEACHING AND ASSESSMENT ACTIVITIES**

The course will be delivered through a combination of lectures, seminars and resource based materials. You will be introduced to the challenges and opportunities for managing aspects of the operation within a wider organisational context. This will include the analysis of case studies, simulations and illustrative examples, including video. Sessions will typically consist of the presentation of theory, supported by video where appropriate, together with case studies and activities to underpin and support the learning.

For your assessment you will undertake a group assignment, to be negotiated with the module leader, and an individual assignment. For the individual assignment you will choose a subject within the field of managing operations and performance, together with an area of application on which to base your work. The submitted work will be expected to include suitable tables, diagrams and referencing.

In addition to meeting the relevant learning outcomes, the individual assignment will demonstrate that you are able to:

- communicate effectively, using appropriate skills.
- analyse operations and performance issues in part of an organisation appropriately and offer constructive solutions to presented issues
- evaluate alternative solutions to the task
- draw on a range of information sources.

Feedback on the group assignment will support the learning needed for the individual assignment. Feedback on the individual assignment will be provided initially in writing, addressing the module learning outcomes and, in addition, a discussion will be available if required.

The work for the module will draw on recent research in the field of operations management.

#### **4 INDICATIVE MODULE CONTENTS / TOPICS**

Subjects covered will include an introduction to operations management, process analysis, service design, capacity planning, quality management, supply chain management, just-in-time management and performance measurement. There will be many case studies, covering organisations in all sectors: services, manufacturing, public and third sectors.

#### **FURTHER INFORMATION ABOUT THIS MODULE**

- **FURTHER / ADDITIONAL INFORMATION IS AVAILABLE TO SUPPORT THIS MODULE, INCLUDING ASSESSMENT CRITERIA DETAILING HOW YOUR PERFORMANCE IN THE MODULE WILL BE MEASURED, HOW YOU WILL RECEIVE FEEDBACK, DETAILS OF LEARNING RESOURCES AND KEY READINGS.**
- **THIS INFORMATION CAN BE FOUND IN**
  - the module handbook
  - the module blackboard site
- **NOTE THAT THIS ADDITIONAL INFORMATION MAY BE SUBJECT TO CHANGE FROM YEAR TO YEAR**