



SBM2101 Operations Management

(Principles of Operations, Resources, Performance, OH&S, Environmental and Quality Management)

UOS CODE SBM2101	UOS NAME Organisation Unit Operations Management			CREDIT POINTS 6	STATUS Core
SUMMARY	<p>This unit focuses on systematic operations planning and management. Successful operations management concerns day-to-day operations of the organisation applying quality management principles and processes, including process optimisation and continuous improvement. The unit covers:</p> <ul style="list-style-type: none"> • Understanding of the fundamentals of operational planning, collaboration, organising, staging, monitoring and performance improvement, applying the process approach • Understanding resource acquisition and resource management fundamentals to support operations and activities • Selecting appropriate Standards applicable to different aspects or sections of the operations or management functions in the organisation unit • Structuring, designing, testing and rolling out operations in the organisation unit • Devising and applying effective and integrated operations-related health and safety management plans • Planning and selecting suppliers and partners • Specifying operational performance assessment requirements • Design and application of quality management systems to manage quality of products and services, processes and organisation unit • Surveillance/ monitoring of operations and measurement of performance including initiating operational improvement schemes across the organisation unit • Laws and regulations applying to operations, including the need to maintain valid records and evidence for due diligence 				
COURSE CONVENOR COURSE TUTOR	TBA				
ASSUMED KNOWLEDGE	Not applicable				
APPROXIMATE WORKLOAD	Lectures & Workshops	Team Work	Personal Work	Readings	
	30 hours	> 60 hours	> 60 hours	> 60 hours	
PRE-REQUISITE (course name)	None.				
OBJECTIVES	<ul style="list-style-type: none"> ⊕ Gain sound understanding of the fundamentals of operational planning, organising, staging, monitoring and performance improvement, applying the process approach ⊕ Gain sound understanding of the fundamentals of resource acquisition and 				



	<p>management fundamentals to support operations and activities</p> <ul style="list-style-type: none"> ⊕ Know how to select appropriate Standards applicable to different aspects or sections of the operations or management functions in the organisation unit ⊕ Know how to structure, design, test and roll out operations in the organisation unit ⊕ Know how to devise and apply effective and integrated operations health and safety management plans ⊕ Know how to plan and select suppliers and partners ⊕ Know how to specify operational performance assessment requirements ⊕ Learn to design and apply quality management systems to manage quality of products, processes and organisation unit ⊕ Learn how to mount surveillance/ monitoring schemes and measure operations and initiating operational improvement schemes across the organisation unit ⊕ Sound knowledge of the laws and regulations pertaining to operations, including understanding of legal and statutory records and evidence needed at law
<p>TARGET COMPETENCIES (Organisation Unit Operations Management)</p>	<p>Upon completion of the course, the student should demonstrate:</p> <ul style="list-style-type: none"> ⊕ Sound understanding of the fundamentals of operational planning, organising, staging, monitoring and performance improvement, applying the process approach ⊕ Sound understanding of the fundamentals of resource acquisition and management fundamentals to support operations and activities ⊕ Competency to selecting appropriate Standards applicable to different aspects or sections of the operations or management functions in the organisation unit ⊕ Competency to structure, design, test and roll out operations in the organisation unit ⊕ Competency in devising and applying effective and integrated operations health and safety management plans ⊕ Competency in planning and selecting suppliers and partners ⊕ Competency in specifying operational performance assessment requirements ⊕ Competency on the design and application of quality management systems to manage quality of products, processes and organisation unit ⊕ Competency in mounting surveillance/ monitoring and measurement of operations and initiating operational improvement schemes across the organisation unit ⊕ Sound understanding of the laws and regulations pertaining to operations, including understanding of legal and statutory records and evidence needed at law
<p>TARGET COMPETENCIES (Personal and Socio-cultural)</p>	<ul style="list-style-type: none"> • Generic: All competencies that are common to all professionals (including cognitive and communication abilities, problem solving and analytical mindset) • Leadership: Ability to direct, motivate & manage individuals & teams. • Commitment: Ability to dedicate to tasks & to project outcomes. • Attitude: Ability to create the right frame of mind that promotes integrity & support for achievement of project goals within a social context. • Self Direction: Ability to manage within and without guidelines & processes, and to work without supervision.



	<ul style="list-style-type: none"> • Learning: Ability to commit to continuous improvement in knowledge, skills & attitude, & to creating new knowledge developing skills & approaches. • Cultural Empathy: Ability to respect for & accommodation of individual lifestyle, beliefs & norms. • Creativity & Innovation: Capacity to generate new ideas/approaches & make them happen. 	
MODES OF DELIVERY	<ul style="list-style-type: none"> • Upfront intensive workshop (4 days) • Project and team based flexible work facilitated via the Internet (over 10 weeks) • Face-to-face formal assessment (one week) 	
ASSESSMENT	<ol style="list-style-type: none"> 1. Formal knowledge test 2. Team project submissions (formatted as per specification for the same) 3. Formal assessment against competencies applicable to organisation unit strategy and design 4. Formal personal & socio-cultural competency assessment 	
	PRESCRIBED FOR THE COURSE	SELECTED REFERENCES
PRINTED MATERIALS	<p>Learning material (lecture notes, slides, case study and other material provided online).</p> <p>Case project (students' own case project subject to endorsement)</p>	TBA
WEB SITES	No single Web site presents all the necessary knowledge that students need to learn and apply. However, opposite are some useful sites to visit.	<p>Online useful sources of references are:</p> <p>TBA</p>
Software	N.A.	Students may also wish to use software for normal typesetting, graphic design and associated tasks
COURSE CONTENTS	<p>Intensive Phase</p> <ul style="list-style-type: none"> • Working with legal documents and systems <p>Day 1</p> <ul style="list-style-type: none"> • Introduction to course aims, objectives, target competencies, learning strategies, resources available, timetable and deliverables, assessment methods and related briefings • Briefing on how to conduct each phase and the entire unit of study • Lecture: Understanding of the fundamentals of operational planning, organising, staging, monitoring and performance improvement, applying the process approach • Lecture: Understanding of the fundamentals of resource acquisition and management fundamentals to support operations and activities • Tutorial: Fundamentals of operational planning, resource acquisition and management • Lecture: Selecting appropriate Standards applicable to different aspects or sections of the operations or management functions in the organisation 	



	<p>unit</p> <ul style="list-style-type: none">• Tutorial: Standards to support operations planning and management• Group work: Determine critical success factors for integrated operations planning and management <p>Day 2</p> <ul style="list-style-type: none">• Lecture: Structuring, designing, testing and rolling out operations in the organisation unit• Lecture: Devising and applying effective and integrated operations health and safety management plans• Tutorial: Operational planning and management practices and processes• Lecture: Planning and selecting suppliers and partners• Tutorial: Apply suppliers selection principles to a nominated operation <p>Day 3</p> <ul style="list-style-type: none">• Lecture: Specifying operational performance assessment requirements• Tutorial: Operational performance assessment and reporting• Lecture: Design and application of quality management systems to manage quality of products, processes and organisation unit• Lecture: Surveillance/ monitoring of operations and measurement of performance including initiating operational improvement schemes across the organisation unit• Tutorial: Quality management of operations (products, processes, organisational components and systems) <p>Day 4</p> <ul style="list-style-type: none">• Lecture: Review of legal framework, laws and regulations pertaining to operations, including understanding of legal and statutory records and evidence needed at law• Tutorial work on legal framework for operations as well as legal and statutory requirements for maintenance of records and evidence needed at law• Assessment of individual competencies wrt organisation unit financial management• Reinforcing learning outcomes and application of the same to forthcoming team project• Conduct of written test on organisation unit strategy and design• Students' feedback on the intensive phase
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	<p>Teamwork phase For the purposes of developing expertise in organisation unit operations management in an integrated and meaningful manner, students in teams of 4 to 5 will assume responsibility for developing a detailed operation management plan for a case organisation unit. The case organisation is individual to each team and will be sourced normally from one of the students' employer organisations.</p> <p>In summary the project phase will comprise:</p> <ul style="list-style-type: none"> • An overall process for studying organisation unit operations management and for applying the relevant knowledge to a real life case organisation as per the relevant Brief that is downloaded from the unit's web site; • A program of the learning activities which are part of student's Team Workplan and individual competency acquisition needs which each student needs to plan to conduct flexibly within the unit of study timeline as advised in the unit's web site (detailed schedules are to be developed and submitted as part of the Team Work/QA Plan) • The assignment Brief which is available as a downloadable file. Your team may develop your own Brief/project concept, and upon the Course Convenors' endorsement use the same as the basis for learning and development. Your brief should be developed to be similar to that found on the unit's web site. <p>The Learning activities are designed for each team to develop and evaluate a complete organisation unit operations management plan for their case organisation via the following activities:</p> <table border="1" data-bbox="443 1189 1414 1469"> <tr> <td colspan="5">Assessment of learning styles and team roles, and balancing of team development of self management and socio-cultural/teamwork competencies</td> </tr> <tr> <td>Team Formation, Case Project selection and team QA/Workplan</td> <td>Activity 1 Literature Review, Management</td> <td>Activity 2 Case Organisation Operations Management Research</td> <td>Activity 3 Case Organisation Improved or New Operations Management Plan</td> <td>Activity 4 Evaluation, Formatting and Presentation of Team Report</td> </tr> <tr> <td>Submit Case Study, QA/Workplan</td> <td>Submit Assignment 1</td> <td>Submit Assignment 2</td> <td>Submit Assignment 3</td> <td>Submit Assignment 4</td> </tr> <tr> <td colspan="5">Continuous reflection, self and peer assessment and competency acquisition. Final Individual Report and Viva to validate competencies acquired versus target competencies</td> </tr> </table>	Assessment of learning styles and team roles, and balancing of team development of self management and socio-cultural/teamwork competencies					Team Formation, Case Project selection and team QA/Workplan	Activity 1 Literature Review, Management	Activity 2 Case Organisation Operations Management Research	Activity 3 Case Organisation Improved or New Operations Management Plan	Activity 4 Evaluation, Formatting and Presentation of Team Report	Submit Case Study, QA/Workplan	Submit Assignment 1	Submit Assignment 2	Submit Assignment 3	Submit Assignment 4	Continuous reflection, self and peer assessment and competency acquisition. Final Individual Report and Viva to validate competencies acquired versus target competencies				
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<p>COMPETENCY VALIDATION (via evidence and professional interview)</p>	<p>Final Report & assessment Each student is advised to progressively acquire, develop and document the relevant target competencies. The protocols on the web site for this purpose need to be followed carefully to prepare the required evidence of competency acquisition. The evidence for this unit to comprise a <i>Final Report</i> in two parts to validate individually the following: specific target competencies regarding organisation unit operations management as well as personal and socio-cultural competencies. These will be assessed separately and both need to show the student's development history using the student's L&D plan as the basis.</p>																				