

IB9S5-10 Operations Management

26/27

Department

Warwick Business School

Level

Taught Postgraduate Level

Module leader

Ross Ritchie

Credit value

10

Module duration

4 days

Assessment

100% coursework

Study location

WBS in London (The Shard)

Description

Introductory description

Everyone is an operations manager. All of us manage resources and produce some mixture of goods and services. This module, therefore, looks at what we are all involved with, so even though the main focus on this module is on the operations function in large organisations, many of the ideas it contains can be applied at a level far closer to our own personal activity.

The module is intended as an introduction to operations management in both service and manufacturing organisations. Its intention is to provide the building blocks of those basic principles which are broadly applicable to most organisations (though some parts of the module are specific to certain types of operation).

[Module web page](#)

Module aims

The objectives of the module are:

To equip students with the requisite background, techniques and tools to understand what operations management is and how it contributes to the ongoing success of organisations.

To introduce an integrative approach for determining whether processes, in the broadest sense, are fit for purpose and when they are not, how the processes can be improved

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

The operations landscape - What is an operation? Differences between manufacturing, service and professional service operations; the ITO model; linkages to other functions

Customer objectives - What does the customer want? Performance objectives/KPIs; Multi-stakeholder operations; payer vs user; Does the customer value sustainability and responsibility?

The do/buy decision - customer demand; capacity management; ethical considerations of buying

Making processes visible - process mapping; Operations boundaries and decision rights

Process design and organisational fit - process types; resource vs flow efficiency; Focused 'factories'; Are we acting responsibly towards our employees?

Governance of operations - Control and coordination in operations (incl. quality); operations failure; service recovery

Process Improvement and redesign - The PDSA cycle; As-Is vs To-Be states; The process of changing operations (bring in Lean Transformation)

Linking operations to the wider organisation - Service Profit Chain; Link forward to future topics – i.e. liquidity, ROCE etc, Do we value our employees?

Learning outcomes

By the end of the module, students should be able to:

- Demonstrate a comprehensive understanding of how processes and function fit within an organization and how they support the organization strategically and operationally.
- Critically analyse how decisions made within the operations function impact sustainability and social responsibility

Indicative reading list

[Reading lists can be found in Talis](#)

Subject specific skills

Evaluate the interplay between supply, demand and capacity in order to determine what the organisation should do.

Assess and prioritize customer objectives and determine how they will affect operations.

Apply process design and process redesign techniques to improve operational efficacy.

Transferable skills

Demonstrate problem solving skills developed through analysing business problems in cases.

Demonstrate written communication skills

Study

Study time

Type	Required
Lectures	27 sessions of 1 hour (100%)
Total	27 hours

Private study description

Private Study to include preparation for lectures.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A4

	Weighting	Study time	Eligible for self-certification
Assessment component			
Group Project	20%	6 hours	No

Reassessment component is the same

Assessment component

Individual Assignment	80%	24 hours	Yes (extension)
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Reassessment component is the same

Feedback on assessment

Assessments are graded using standard University Postgraduate Marking Criteria and written

feedback is provided. Feedback for individual essays includes comments on a marksheet. Overall percentage marks are awarded for examination performance and general examination feedback is provided to the cohort.

Availability

There is currently no information about the courses for which this module is core or optional.