

**City University of Hong Kong
Course Syllabus**

**offered by College of Business
with effect from Semester B 2018/2019**

Part I Course Overview

Course Title: Managing Operations for Competitive Advantage

Course Code: FB5805

Course Duration: 1 Semester

Credit Units: 2

Level: P5

Medium of Instruction: English

Medium of Assessment: English

Prerequisites:
(Course Code and Title) Nil

Precursors:
(Course Code and Title) Nil

Equivalent Courses:
(Course Code and Title) FB5805P Managing Operations for Competitive Advantage

Exclusive Courses:
(Course Code and Title) Nil

Part II Course Details

1. Abstract

This course aims to demonstrate the importance of operations management in improving the competitive position of a company in the global market place and to help participants understand the latest concepts and techniques necessary for attaining world-class performance in manufacturing and service operations. The major emphasis of this course is on the demonstration of how operations management tools can be used to achieve competitive advantage in global competition.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Formulate operations strategy to win orders in the global market.	25%	✓	✓	
2.	Design the operational process to support the operations strategy.	25%	✓	✓	
3.	Apply the latest concepts and techniques in operations planning and control to improve operations efficiency.	25%		✓	✓
4.	Apply modern quality management tools to improve the quality of products or services.	25%		✓	✓
		100%			

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.				Hours/week (if applicable)
		1	2	3	4	
Lectures	<p><u>Lectures</u>: Concepts and general knowledge operations management are explained.</p> <p><u>Peer Learning</u>: Students will be asked to work in a group of two or three peers to recap and answer questions of the major topics that they learned in the previous lecture. They are required to share and present their answers to the class.</p> <p><u>Videos</u>: Showing videos about business cases and scenarios. Follow up with class discussion.</p>	✓	✓	✓	✓	
Tutorials	<p>Students may be required to team up with their classmates and participate in the following activities:</p> <p><u>Tutorial exercises and activities</u>: Students respond to and participate in the in-class exercises and activities. They are required to apply real life examples or their own working experiences to their learnt subjects.</p> <p><u>Group discussion & case study</u>: Discussion of various aspects of the assigned major issues or questions as well as the assigned case studies.</p>	✓	✓	✓	✓	

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.				Weighting	Remarks
	1	2	3	4		
Continuous Assessment: <u>100%</u>						
Group Assignment	✓	✓	✓	✓	50%	
Individual Case Study	✓	✓	✓	✓	50%	
Examination: ____% (duration: _____, if applicable)					100%	

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
Group Assignment	Towards the end of semester students write and reflect upon their learning experiences and challenges.	Strong evidence of knowing how to apply the key concepts of managing services into real life service operations scenarios.	Evidence of knowing how to apply the key concepts of managing services into real life service operations scenarios.	Some evidence of knowing how to apply the key concepts of managing services into real life service operations scenarios.	Sufficient familiarity with the subject matter to enable the student to progress without repeating the assignment.	Little or no evidence of familiarity with the subject matter.
Individual Case Study	Identification and analysis of the main issues/problems of the case. Providing effective solutions/strategies supported by evidence from course readings and additional research.	Strong evidence of original thinking; good organization, capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.	Evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.	Some evidence of grasp of subject, little evidence of critical capacity and analytic ability; reasonable understanding of issues.	Sufficient familiarity with the subject matter to enable the student to progress without repeating the case report.	Little evidence of familiarity with the subject matter; weakness in critical and analytic skills; limited or irrelevant use of literature.

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

Operations Management and Strategy; Design of Services and Processes in the Service Sector; Capacity Management; Facility Location Planning; Layout Planning; Job Design and Work Measurement; Project Management; Inventory Management; Aggregate Planning and Capacity Requirements Planning; Operations Scheduling Systems; Reliability and Maintenance; Statistical Quality Control; Productivity Management and Techniques of Organizational Productivity Measurement.

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Operations Management, by Jay Heizer and Barry Render, Pearson, Current Edition
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2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)