

# FB5805P: MANAGING OPERATIONS FOR COMPETITIVE ADVANTAGE

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## Effective Term

Semester A 2025/26

## Part I Course Overview

### Course Title

Managing Operations for Competitive Advantage

### Subject Code

FB - College of Business (FB)

### Course Number

5805P

### Academic Unit

College of Business (CB)

### College/School

College of Business (CB)

### Course Duration

Non-standard Duration

### Other Course Duration

Intensive mode: 4 days

### Credit Units

2

### Level

P5, P6 - Postgraduate Degree

### Medium of Instruction

Chinese (Putonghua)

### Medium of Assessment

Chinese

### Prerequisites

Nil

### Precursors

Nil

### Equivalent Courses

FB5805 Managing Operations for Competitive Advantage

### Exclusive Courses

Nil

## Part II Course Details

### 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 service and manufacturing operations. The emphasis of this course is on the demonstration of how operations management tools can be used to achieve competitive advantage in global competition.

### Course Intended Learning Outcomes (CILOs)

| CILOs |                                                                                                               | Weighting (if app.) | DEC-A1 | DEC-A2 | DEC-A3 |
|-------|---------------------------------------------------------------------------------------------------------------|---------------------|--------|--------|--------|
| 1     | Formulate operations strategy to win orders in the global market.                                             | 25                  |        | x      |        |
| 2     | Design the operational process to support the operations strategy.                                            | 25                  |        | x      |        |
| 3     | Apply the latest concepts and techniques in operations planning and control to improve operations efficiency. | 25                  |        |        | x      |
| 4     | Apply modern quality management tools to improve the quality of products or services.                         | 25                  |        |        | x      |

#### 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 real-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.

### Learning and Teaching Activities (LTAs)

| LTAs |               | Brief Description                                                                                                                                                                                                                                                                                                                                                                                   | CILO No.   | Hours/week (if applicable) |
|------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------------------------|
| 1    | Lectures      | <p>Lectures: Concepts and general knowledge operations management are explained.</p> <p>Peer Learning: 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>Case Study: Discuss business cases and scenarios.</p> | 1, 2, 3, 4 |                            |
| 2    | Participation | <p>Participation: individually assessed based on whether the student actively and positively interacts with the instructor and others. To prepare their participation, students can read the materials provided.</p>                                                                                                                                                                                | 1, 2, 3, 4 |                            |

**Assessment Tasks / Activities (ATs)**

| ATs |                         | CILO No.   | Weighting (%) | Remarks ("- for nil entry) | Allow Use of GenAI? |
|-----|-------------------------|------------|---------------|----------------------------|---------------------|
| 1   | Participation           | 1, 2, 3, 4 | 30            | -                          | Yes                 |
| 2   | Group Case Presentation | 1, 2, 3, 4 | 30            | -                          | Yes                 |
| 3   | Take Home Assignment(s) | 1, 2, 3, 4 | 40            | -                          | Yes                 |

**Continuous Assessment (%)**

100

**Assessment Rubrics (AR)****Assessment Task**

1. Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Individually assessed based on whether the student actively and positively interacts with the instructor and others. To prepare their participation, students can read the materials provided.

**Excellent**

(A+, A, A-) Strong evidence of knowing how to apply the key concepts of managing services into real life service operations scenarios.

**Good**

(B+, B, B-) Evidence of knowing how to apply the key concepts of managing services into real life service operations scenarios.

**Fair**

(C+, C, C-) Some evidence of knowing how to apply the key concepts of managing services into real life service operations scenarios.

**Marginal**

(D) Sufficient familiarity with the subject matter to enable the student to progress without repeating the assignment.

**Failure**

(F) Little or no evidence of familiarity with the subject matter.

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**Assessment Task**

2. Group Case Presentation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

A student is required to address the issues that arise in various settings described.

**Excellent**

(A+, A, A-) Strong evidence of original thinking; good organization, capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

**Good**

(B+, B, B-) Evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.

**Fair**

(C+, C, C-) Some evidence of grasp of subject, little evidence of critical capacity and analytic ability; reasonable understanding of issues.

**Marginal**

(D) Sufficient familiarity with the subject matter to enable the student to progress without repeating the case report.

**Failure**

(F) Little evidence of familiarity with the subject matter; weakness in critical and analytic skills; limited or irrelevant use of literature.

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**Assessment Task**

3. Take Home Assignments (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Individual assessment based on the quality of the assignment solutions.

**Excellent**

(A+, A, A-) Strong evidence of knowing how to apply the key concepts and tools learned in class.

**Good**

(B+, B, B-) Good evidence of knowing how to apply the key concepts and tools learned in class.

**Marginal**

(D) Sufficient evidence of knowing how to apply the key concepts and tools learned in class.

**Failure**

(F) Little or no evidence of knowing how to apply the key concepts and tools learned in class.

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**Assessment Task**

1. Participation (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Individually assessed based on whether the student actively and positively interacts with the instructor and the classmates.

**Excellent**

(A+, A, A-) Very actively and professionally participate in the discussions.

**Good**

(B+, B) Actively participate in the discussions.

**Marginal**

(B-, C+, C) Sufficient participation in the discussions.

**Failure**

(F) Little or no participation in the discussions.

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**Assessment Task**

2. Group Case Presentation (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Group assessment based on the quality of the presentation: identify the critical problem, discuss different factors, and propose good solutions.

**Excellent**

(A+, A, A-) Strong evidence of original and critical thinking; excellent organization and communication skills; strong capability to analyse and synthesize; superior grasp of subject matter.

**Good**

(B+, B) Good evidence of original and critical thinking; good organization and communication skills; good capability to analyse and synthesize; good grasp of subject matter.

**Marginal**

(B-, C+, C) Sufficient evidence of original and critical thinking; Sufficient capability to analyse and synthesize; Sufficient grasp of subject matter.

**Failure**

(F) Little evidence of original and critical thinking; insufficient capability to analyse and synthesize; little grasp of subject matter.

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**Assessment Task**

## 3. Take Home Assignments (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Individual assessment based on the quality of the assignment solutions.

**Excellent**

(A+, A, A-) Strong evidence of knowing how to apply the key concepts and tools learned in class.

**Good**

(B+, B) Good evidence of knowing how to apply the key concepts and tools learned in class.

**Marginal**

(B-, C+, C) Sufficient evidence of knowing how to apply the key concepts and tools learned in class.

**Failure**

(F) Little or no evidence of knowing how to apply the key concepts and tools learned in class.

## Part III Other Information

**Keyword Syllabus**

Business Process and Process Management; Process and Flow; Lean Operations; Service Operations Management; Design of Services and Processes; Quality Management; Demand Management; Logistics and Inventory Management; Supply Chains and Distribution Systems; Risk Pooling, Bullwhip Effect; Vendor Management Inventory; Supply Chain Financing.

**Reading List****Compulsory Readings**

| Title |                                         |
|-------|-----------------------------------------|
| 1     | 苏尼尔·乔普拉 / 彼得·迈因德尔 供应链管理(第6版), 中国人民大学出版社 |
| 2     | 艾利·高德拉特 / 杰夫·科克斯, 目标, 电子工业出版社           |
| 3     | 杰弗瑞·莱克, 丰田模式: 精益制造的14项管理原则, 机械工业出版社     |

**Additional Readings**

| Title |                            |
|-------|----------------------------|
| 1     | 斯科特·佩奇, 模型思维, 出版社: 浙江人民出版社 |
| 2     | 冯邦彦, 百年利丰, 中国人民大学出版社       |