MBA PROGRAMME: 2015

COURSE: Managing Strategic Resource & Operations

SUBJECT CODE: CMBE 191

STUDY GUIDE AND COURSE OUTLINE

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APPENDIX B: MARK SHEET GROUP ASSIGNMENT

MBA PROGRAMME 2015
COURSE: Managing Strategic Resources & Operations

SUBJECT CODE: CMBE 191
STUDY GUIDE AND COURSE OUTLINE
1. **LECTURING DATES**:

   04 February 2015  
   25 February 2015  
   25 March 2015  
   18 April 2015  
   19 May 2015  
   23 June 2015 Final-term exam

2. **MODULE DESIGNATION**

   Qualification standard (s): MBA  
   Faculty: Management and Law  
   School: Graduate School of Leadership  
   Department: MBA Programme  
   Discipline: Management  
   Name of Module: Managing Strategic Resources & Operations

   Module Code: CMBE 191  
   NQF Field: Management  
   NQF Sub – Field: Business Management  
   NQF Level: 09  
   Year Level: 01  
   Credit Total: 12  
   Issue Date: 01 January 2013  
   Expiry Date: 30 November 2015  
   Implementation date: 01 July 2013

3. **ENTRY ASSUMPTIONS**

   First degree or equivalent

4. **NOTIONAL HOURS**

<table>
<thead>
<tr>
<th>Student Activity</th>
<th>Hours for whole module</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>40</td>
</tr>
<tr>
<td>Reading and Tutoring</td>
<td>50</td>
</tr>
<tr>
<td>Assessment</td>
<td>30</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

5. **SYLLABUS**

   - This module provides a fundamental underpinning for the design of sustainable business strategies by focusing on how to achieve the efficient and effective management of resources and operations.  
   - Range of operations management concepts, within the context of operations as transformational systems.  
   - A key theme will be how to eliminate MUDA (waste) which can arise in over-production, waiting, conveyance, processing, inventory, motion and correction.  
   - Analyse operations activities and design solutions to overcome wasteful operational processes and issues.  
   - The Strategic role and objectives of operations
• Operations Strategy
• Design in Operations Management
• Layout and Flow
• Process Technology
• Job design and work organization
• The nature of planning and control
• Capacity planning and control
• Inventory planning and control
• Supply chain planning and control
• Enterprise resource planning (ERP)
• Lean operations and Just in time (JIT)
• Project planning and control
• Quality planning and control
• Operations improvement
• Failure prevention and recovery
• Total quality management (TQM)
• The operations challenge

6. MODERATION

Internal and External

7. FACILITATOR AND CONTACT INFORMATION:

Name: Dr John C. Mbuya
Tel: (015) 290 2874
Fax: 
E-mail: john.mbuya@ul.ac.za
Office: NR 1011
  First Floor
  Block B
  Edupark, Polokwane

8. CONSULTATION HOURS

Wednesdays 3:pm to 5:00pm

9. SPECIFIC OUTCOMES

After completion of this module, the student will be able to:

- Identify, apply and critique the strategic frameworks of operations management.
- Model organisations as systems and sub-systems.
- Describe the main design factors and their alternatives which shape operations management.
- Explain and apply a range of fundamental operational improvements.
- Explain and apply quality management concepts.
- Analyse organisations using standard benchmarking.
- Synthesise from a range of operations management methods and apply within problem contexts.
- Critically evaluate the role of operations within different business models.
- Explain the evolution, challenges and consequences of green production.
10. **INSTRUCTIONAL STYLE AND METHODOLOGY**

The aim of this course is to apply practice-oriented lecturing to enable the student to apply the knowledge in the work environment. The instructional style consists of:

- Lectures
- Individual Assignments
- Group Assignments
- Group Discussions
- Case Studies
- Class Presentations
- Tests
- Examination

Emphasis is placed on the practical application of theory. The aim of the course is student-orientated. Students must consistently attempt to reach a high level of independent study. Study units must be prepared in advance of lectures and in accordance with the course content and course program. Students must further enhance their learning experience by doing extra reading from the list of recommended reading.

11. **COURSE CONTENT**

- Operations Management
- The strategic role and objectives of operations
- Operations strategy
- Design in operations management
- The design of products and services
- Design of the operations network
- Layout and flow
- Process technology
- Job design and work organization
- The nature of planning and control
- Capacity planning and control
- Inventory planning and control
- Supply chain planning and control
- Enterprise resource planning
- Lean operations
- Project planning and control
- Quality planning and control
- Operations improvement
- Failure prevention and recovery
- Total quality management
- The operations challenge
12. **PRESCRIBED BOOK**


**References**


13.1 **RECOMMENDED READING**


GLO-BUS Software is used from [http://www.glo-bus.com/](http://www.glo-bus.com/).

The students create their own business strategy on the digital camera scenario based on various parameters like performance, workforce compensation, marketing, research and pricing.

13.2 **LIST OF ACCREDITED JOURNALS: STRATEGIC MANAGEMENT**

ACM transactions on database systems
ACM transactions on information systems
Annual review of information science and technology
Applied artificial intelligence
Artificial intelligence
Artificial intelligence review
Behavior & Strategic Management
Canadian journal of strategic management
College & research libraries
Cutter strategic management journal
Data mining and knowledge discovery
Database: the magazine of electronic database reviews
Decision support systems
Education for information
Electronic library
European journal of strategic management
Government information quarterly
Human-computer interaction
IEEE multimedia
IEEE transactions on multimedia
Information age
Information and computation
Information and control
Information and decision technologies
Information and management
Information economics and policy
Information processing & management
Information processing letters
Information retrieval
Information sciences
Information society
Information systems
Information systems frontiers
Information systems journal
Information systems management
Information systems research
Information technology - research development applications
Information technology and libraries
Information today
International forum on information and documentation
International information & library review
International journal of computer information sciences
International journal of cooperative information systems
International journal of geographical information science
International journal of human-computer interaction
International journal of human-computer studies
International journal of information management
Journal of artificial intelligence research
Journal of computer information systems
Journal of documentation
Journal of education for library and information science
Journal of government information
Journal of project management
Journal of operations science
Journal of information science and engineering
Journal of information storage and processing systems
Journal of information technology
Journal of intelligent information systems
Journal of management information systems
Journal of public administration
Journal of research and practice in information technology
Journal of strategic information systems
Journal of the American Society for Information Science
Knowledge creation diffusion utilization
Knowledge organization
Knowledge-based systems
Library & information science research
Library and information science
Library resources & technical services
Library trends
Library & information science research
Library and information science
Library resources & technical services
Library trends
Management dynamics: contemporary research journal of the Southern Africa Institute for Management
Online information review
Proceedings of the American Society for Information Science
Program - electronic library and information systems
Searcher - the magazine for database professionals
Social science information
Social science information studies
South African journal of business management
South African journal of economic and management sciences
South African journal of information management
South African journal of libraries and information science
The Southern African journal of information and communication

13.3 DATABASES USED BY UNIVERSITY OF LIMPOPO LIBRARY

1. www.sabinet.co.za

SA E – Publications
User ID: 350010j0
Password: 3500diw

For online reference services on Sabinet
User ID: 350010w9
Password: 3500


ebsohost
USER ID: S8403295
Password: Password

3. www.sciencedirect.com

Science Direct
No Password required

4. www.emeraldinsight.com

Emerald
User ID: zstud
Password: student


13.4 Hard Copy Journals in the Library of University of Limpopo

1. Information Management and Technology
2. Information Processing and Management  
3. Information Sciences Application  
4. Information Systems  

14. **ASSESSMENT OF STUDENTS**

**Forms of Assessment:**

Individual assignments, group assignments, case studies, presentations, tests and examination

14.1 **Formative Continues Education:**

50% of the final mark

- a. Individual assignment 33⅓%
- b. Test 33⅓%
- c. Test 33⅓%

**Total:** Year Mark 100%

14.2 **Summative Assessment:**

50% of final mark = end of semester Examination

Final mark: = 100% (Year mark + Exam mark ÷2)

Please Take Note: a 50% year mark is required for examination entry in all MBA modules

15. **ASSIGNMENTS**

**PLEASE TAKE NOTE OF THE FOLLOWING:**

Assignments must be handed in on the scheduled due date. The following penalties will apply for the late handing in of assignments:

- 10% reduction within the first three (3) days.
- 20% reduction within seven (7) days.
- No assignments will be accepted after seven (7) days.

Use the prescribed book as a reference guide. Do not copy the theory in the prescribed chapters of the book! Apply the theory on an organization of your choice.

**NB**

It is the responsibility of the student and not TGSL to forward assignments handed in late to the appropriate lecturer (via E-mail, fax, or registered mail). TGSL will not forward any late assignments to outside lectures on the student’s behalf!
Please find attached the mark sheets **APPENDIX A** for Individual Assignments and **APPENDIX B** for Group Assignments. Use the mark sheet as a guide.

The students must take note of the main headings and technical requirements that have to be adhered to in the mark sheet.

Pay special attention to references and quotes used in your assignments. **Harvard** method of reference is used for all management sciences subjects. Furthermore, make sure that your references, quotes and bibliography are technically correct.

Contact Me. Martha Makgatho (the librarian of the Faculty of Management) on (015) 268 2959 or E-mail: matsatsim@ul.ac.za if you need advise on how to do references, quotes and how to meet the technical requirements of your bibliography.

15.1 **INDIVIDUAL ASSIGNMENTS**

Date: 1 May 2015

15.2 **GROUP ASSIGNMENTS**

Make use of **APPENDIX B** for Group Assignments. Use the mark sheet as a guide.

The class presentation of each Group Assignment will count

16. **STUDY SCHEDULE: CMBE 191**

**FIRST SEMESTER 2015**

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Assessment</th>
<th>Deadlines</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>• Concepts and techniques for crafting operations management</td>
<td>Pre Assessment Test</td>
<td>06 February 2015</td>
</tr>
<tr>
<td>2</td>
<td>• What is operations management and why is it important?</td>
<td></td>
<td>06 February 2015</td>
</tr>
</tbody>
</table>
| 3    | • Operations Management
  • The strategic role and objectives of operations
  • Operations strategy | Case Study: Crafting strategy in single business companies
  Quiz
  Midterm exam             | 06 February 2015                                             |
| 4    | • Design in operations management
  • The design of products and services                              | Quiz
  Midterm exam             | 06 February 2015                                             |
| 5 | Design of the operations network  
|   | Layout and flow  
|   | Process technology  
| 6 | The nature of planning and control | Assignment (GLO-BUS Lab Work) Midterm | 13 March 2015 |
| 7 | Capacity planning and control  
|   | Inventory planning and control | Assignment Midterm | 13 March 2015 |
| 8 | Supply chain planning and control | Case Study: Crafting strategy in diversified companies Quiz | 13 March 2015 |
| 9 | Enterprise resource planning | Case Study: Competition in the Movie Rental Industry in 2008 (Netflix Perspective) Final Exam | 10 April 2015 |
| 10 | Lean operations | Quiz GLO-BUS Lab Work Final Exam | 10 April 2015 |
| 11 | Project planning and control | Case Study: Strategy, ethics, and social responsibility Quiz Final Exam | 10 April 2015 |
| 12 | Quality planning and control | GLO-BUS Lab Work Assignment Final Exam | 10 April 2015 |
| 14 | Failure prevention and recovery | Case Study: Executing strategy and strategic leadership Final Exam | 08 May 2015 |
| 15 | Total quality management  
|   | The operations challenge | GLO-BUS Lab Work Final Exam | 08 May 2014 |
| 16 | Project Presentation and Final Exam | 26 May 2015 Final-term exam |

*A doctor certificate must be provided to the appropriate lecturer to qualify for a test on medical grounds.*
## APPENDIX A

### UNIVERSITY OF LIMPOPO

TURFLOOP GRADUATE SCHOOL OF LEADERSHIP

P.O. Box 756, FAUNA PARK, 0787

Email: john.mbuya@ul.ac.za

### STUDENT NR.
SURNAME
INITIALS

<table>
<thead>
<tr>
<th>Section</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>1. Title Page, Table of Contents List of Illustrations</td>
<td>5</td>
</tr>
<tr>
<td>2. The Introduction</td>
<td>10</td>
</tr>
<tr>
<td>3. Content, Analysis and Presentation</td>
<td>45</td>
</tr>
<tr>
<td>4. Language and Technical Formatting</td>
<td>10</td>
</tr>
<tr>
<td>5. The Selection and Systemization of Information</td>
<td>10</td>
</tr>
<tr>
<td>6. Conclusion and Recommendation</td>
<td>15</td>
</tr>
<tr>
<td>7. Reference Technique: References and Quotes and Bibliography</td>
<td>5</td>
</tr>
</tbody>
</table>

**SUB : TOTAL** 100 %

### COMMENTS:

________________________________________________________________________
________________________________________________________________________
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### MARK SHEET: GROUP ASSIGNMENT

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</table>

**SUB : TOTAL** 100

**CLASS PRESENTATION (OPTIONAL)** 20

**TOTAL** 120

**PERCENTAGE MARK** %

**COMMENTS:**