

DISCUSSION FORUM ASSIGNMENT

Unit 16: Operations and Project Management

Unit code: T/508/0528

QCF level: 5

Credit value: 15

INTRODUCTION

The aim of this unit is to develop students' understanding of contemporary operations theory as a function of a modern organisation. Students explore key benchmarks and processes which will enable effective critique of an operation function. Students will also consider the fundamentals of project management utilising the prescribed, but well established, project life cycle.

On successful completion of this unit students will have developed sufficient knowledge and understanding of operations and project management to make an effective and immediate contribution to the way in which an organisation conducts its business. Students will also be in a strong position to contribute to, as well as lead, small-scale projects.

Underpinning all aspects of the content for this unit will be the consideration of the strategic role of operations management and planning and control of resources, and project management theories and the project life cycle.

LEARNING OUTCOMES

On successful completion of this unit a learner will be able to:

1. Review and critique the effectiveness of operations management principles.
2. Apply the concept of continuous improvement in an operational context.
3. Apply the project life cycle (PLC) to a given context.
4. Review and critique the application of the PLC used in a given project

ASSIGNMENT ONE

LO 1: Review and critique the effectiveness of operations management principles.

LO 1. Course Content

Operations vs operations management:

- Operations as a concept and as a function vs management as strategic oversight.

Operations as a concept:

- Different approaches to operations management, Taylor's theory of Scientific Management, flexible specialisation, lean production, mass customisation and agile manufacturing.
- The operation process in a service sector and manufacturing sector organisation.
- The relationship between operations and other business functions.

Operations management:

- Overseeing the design, implementation and effectiveness of an operations function.
- Utilising control systems and contingencies to ensure efficiency.
- The use of Six Sigma and Lean principles to improve efficiency and effectiveness.

CASE STUDY, TASKS AND INSTRUCTIONS FOR LO1:

In Teams of 6 carry out the following activities. Please refer to the course outline and resources provided. Include at least six (6) references in your work. Use Harvard Referencing Style through-out the work.

P1 Conduct a review and critique of the implementation of operations management principles within an organisational context.

M1 Review and critique the implementation of operations management in relation to Six Sigma methodology and Lean principles

DISCUSSION FORUM

GROUP WORK: Carry Out The Following Tasks To Meet The Requirements For The Discussion Forum And Term Paper Simultaneously

CASE STUDY: Coca-Cola

Case study Coca-Cola is the world leading supplier of Coca-Cola and Coke products (a carbonated fizzy drink). The company claims: "The world is changing all around us. To continue to thrive as a business over the next ten years and beyond, we must look ahead, understand the trends and forces that will shape our business in the future and move swiftly to prepare for what's to come. We must get ready for tomorrow today. That's what our 2020 Vision is all about. It creates a long-term destination for our business and provides us with a "Roadmap" for winning together with our bottling partners".

Coca-Cola also sets out several features regarding its approach to business:

Our Mission

Our Roadmap starts with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions.

Our Vision

Our vision serves as the framework for our Roadmap and guides every aspect of our business by describing what we need to accomplish in order to continue achieving sustainable, quality growth.

Our Winning Culture

Our Winning Culture defines the attitudes and behaviors that will be required of us to make our 2020 Vision a reality.

Live Our Values Our values serve as a compass for our actions and describe how we behave in the world.

Focus on the Market

- Focus on needs of our consumers, customers and franchise partners
- Get out into the market and listen, observe and learn
- Possess a world view
- Focus on execution in the marketplace every day ☑ Be insatiably curious

Work Smart

- Act with urgency
- Remain responsive to change
- Have the courage to change course when needed
- Remain constructively discontent ☑ Work efficiently

Act like Owners

- Be accountable for our actions and inactions
- Steward system assets and focus on building value
- Reward our people for taking risks and finding better ways to solve problems
- Learn from our outcomes -- what worked and what didn't"

From the Coca Cola website <http://www.coca-colacompany.com/our-company/missionvision-values>, (accessed 16th July 2016)

CARRY OUT THE FOLLOWING GROUP TASKS

Effective strategic operations and quality management lies at the heart of Coca Cola's competitiveness. Investigate Coca Cola (using this web address as the starting point – <http://www.cocacola.com/global/glp.html>) and produce a fully referenced report (using the Harvard Style), that addresses the tasks below.

The Report:

Your report should not be merely descriptive; it should analyse and synthesise the material to build arguments that produces a coherent document that demonstrates your learning, its application and your understanding. Your report should therefore, link relevant academic theory to your findings. Academic theory will derive from not only course models and concepts, but also research from a range of reputable sources, including academic journals, published conference papers and books.

LAYOUT

SECTION ONE: Background to the Study (250 Words)

1. Establish the rationale and objectives of the paper.

SECTION TWO: Critical Review Of Literature (750 – 1000 Words)

1. Define the term operations management.
2. Identify similarities and differences between manufacturing and service operations.
3. Briefly describe the historical evolution of operations management (include: Taylor's theory of Scientific Management, flexible specialisation, lean production, mass customisation and agile manufacturing).
4. Characterize current trends in business that impact operations management.

SECTION THREE: Findings And Discussion

P1 Conduct a review and critique of the implementation of operations management principles within an organisational context **AND** **M1** Review and critique the implementation of operations management in relation to Six Sigma methodology and Lean principles.

A. Review The Implementation of operations management principles within Coca Cola (1000 Words)

1. Identify the three major functional areas of organizations and describe how they interrelate.
2. Describe the operations function and the nature of the operations manager's job.
3. Summarize the two major aspects of process management.
4. Explain the key aspects of operations management decision making.

B. Critique of the implementation of operations management principles within Coca Cola (500 – 750 Words).

1. Identify the Problem/Approach
2. Investigate the scope of the Problem/Approach
3. Critique the current approach against the standards of Six Sigma and Lean Principles.

SECTION FOUR: Conclusions And Recommendations For Improvements: (500 - 750 Words)

1. Summarize your findings and propose Intervention Strategies and Solutions to make Coca Cola's operations more efficient and effective through the use of Six Sigma and Lean Principles.

IMPORTANT INSTRUCTIONS

1. Sections 1 and 2 are the Discussion Forum
2. Sections 3 and 4 are in partial completion of the Term-Paper
3. Double space your work
4. Use the font style: Arial
5. Use the font size: 11
6. Paginate your work
7. Ensure a professional layout
8. Ensure that the submitted work is neat and error free.
9. Use a Front Page
10. Include Table Of Contents
11. Include Reference Page

TEAM MEMBER PARTICIPATION AND REQUIREMENTS

This assignment is part of the mid-semester term paper for LO1. ALL members of the Discussion Forum Group **MUST** attend and participate in ALL four required group meetings, in identifying the resources to support the answers, organizing and submitting the drafts of the assignment, and compiling, editing and submitting one 3,500 - 4,500 words report. Alongside the report submit a separate document with the group meeting attendance record and a detailed summary of the processes and roles adapted to complete this assignment.

DEADLINE TO SUBMIT LO 1 ASSIGNMENT: May 29

RESOURCES

The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

❖ **Business Management 101: Operations Management**

LINK: <http://www.directionsmag.com/entry/business-management-101-operations-management/194013>

❖ **Introduction to Operations Management**

LINK: <https://www.mheducation.co.uk/he/chapters/9780077133016.pdf>

❖ **Strategy vs Operations: Understanding The Difference**

LINKS: <https://cmoe.com/strategy-vs-operations-understanding-the-difference/>

❖ **What Do Operations People Do?**

LINKS: <http://theoperationsguy.com/what-do-operations-people-do>

❖ **Solving Business Problems The Case of Poor Frank, Fred Nickols 2016**

LINKS: http://www.nickols.us/poor_frank.pdf

SCORING THE DISCUSSION FORUM

To Pass the Discussion Forum you must:

- i) Participate in no less than 8 of the 12 weekly peer group meetings on the semester.
- ii) Submit ALL required group work timely and at required standard.
- iii) Answer the questions in sufficient length and breadth to demonstrate:
 - 1) grasp of the subject content
 - 2) ability to apply the knowledge to the context provided;
 - 3) ability to think critically and identify risks, limitations and challenges in the contents and contexts provided;
 - 4) ability to engage and cooperate in a team; and
 - 5) ability to meet deadlines by completing the assignments and posting them to the group on or before the published deadlines.

You will **fail the discussion forum** and unit if you:

- i) Fail to post the required number of times (8 of 12).
- ii) Fail to demonstrate reasonable breadth of knowledge in the content area.
- iii) Fail to properly cite your sources. Plagiarism is not tolerated under any circumstances.
- iv) Fail to present original work. Do not duplicate from your peers' work posted in the group.
- v) Fail to consistently engage or participate in the required team-work and group dialogue.
- vi) Fail to post your assignment by the published weekly deadlines.

❖ If you fail the Forum for the unit, you automatically fail that course unit.

SCORING THE TERMPAPER

Students' work must meet the following requirements (alongside those identified in the Discussion Forum):

1. Carry Out the command verbs e.g. in AC 1.1: To **Evaluate** which means: "Provide evidence from a wide range of sources which both agree with and contradict an argument."
2. Provide evidence of adequate research based on accuracy and depth of content shared.
3. Discuss the topics and perspectives related to your research findings and Course Content.
4. Demonstrate acceptable level of proficiency in writing and/or speech for college-level: Diction, Expressions, Grammar, Spelling, Usage and Sentence Structures.
5. Use Harvard Referencing Style Through-out the work.
6. Cite at least Six (6) Valid Sources in the tasks e.g. AC 1.1. AND 1.2.
7. Have no Plagiarism infringements. Submit a Plagiarism Report with all assignment showing no higher than 11%. A Referred Grade is awarded if it exceeds or is not included.
8. Meeting Professional Standards for a structured Presentation.
9. Include a Reference Page.

❖ Students work are Awarded: **PASS** Grade | **MERIT** Grade | **DISTINCTION** Grade based on the above criteria. **FAIL GRADE** is awarded only when students fail to submit, participate or complete the required assignments.

❖ **IMPORTANT!**

Here is a direct link to the definition of the Command Verbs used in these tasks:

LINK: <http://www.ocr.org.uk/Images/149928-command-verb-definitions.pdf>

DEADLINES AND RESTRICTIONS FOR ASSIGNMENTS

EARLY DEADLINES

Students are expected to submit coursework on or before the deadline published in the assignment. All dates given are early deadlines.

LATE SUBMISSION WITH LATE FEES

There is a further extension of no later than three weeks from the published deadline for the submission of late work. Contact Student Services if you are unsure of the late deadline.

LATE FEE IS \$12.00

Late Fee of \$12.00 is applied per assignment eg. \$12 for the late term-paper; and \$12 for the late Discussion Forum.

No Assignment is acceptable after the late deadline under ANY Circumstances (excluding extenuating circumstances). Thereafter the student will be awarded a FAIL GRADE for the assignment.

EXTENUATING CIRCUMSTANCES

Students are encouraged to submit/sit assessments at the prescribed time, yet accommodations are made in extenuating circumstances as follow:

1. **Medical Reasons.** If the students fail to submit course-work on time due to medical conditions verified by a doctor's certificate, the work is treated same as referred in terms of revised deadlines, grading restrictions and referred fees. It is important that students seeking exemption for medical reasons advise Student Services before the deadline expires.
2. **The death of an immediate family in the household.** Evidence must be provided of the relationship and death.
3. **Jury Duty.** Evidence must be provided of the request, and also the service started or completed.

RESIT PRIVILIGE

1. For students to qualify for Resit they **MUST ATTEMPT ALL** assessments in the unit and earn at least a Referred Grade.
2. A student who has taken ill during an examination or assignment submission dateline may also qualify for Resit after proper written evidence is collected and assessed by the Faculty and submitted to the Head of Faculty for approval.
3. Resit fees apply in all circumstances under which new assessments are approved or extensions granted beyond the late deadlines.

RESIT APPROVAL AND FEE

All evidences must be collected by the Faculty and produced to Student Services no later than 5 days after the examination/deadline expires. The outcome is communicated directly to the student by email. If approved, the Resit Fee of \$45.00 (**per** assignment) is paid by the student and receipt emailed to Student Services. The supplementary dateline will be communicated to the student by email.

REFERRED / RESIT GRADE

Students earn a Referred Grade if the submitted assignment fail to achieve the criteria for PASS.

- ❖ Hospitality Students must earn a PASS GRADE on all Assessment Criteria (AC) on the term-paper to pass the course.
- ❖ Business and Aviation Students must earn a PASS Grade on all Assessment Criteria with P e.g. P1, P2 etc. to pass the course.

FAILING THE COURSE

1. Students who did not sit an examination and did not withdraw formally will receive a Failing grade.
2. Students who differed for financial reasons or illness will earn an IC – Incomplete Grade. Incomplete Grades then are changed to Fail Grades at end of the semester.
3. Students who fail the discussion forum but pass the term-paper or vice versa. You must earn a Referred OR Pass Grade on both the Forum and Term-Paper to avoid retaking the course unit.
4. If you fail the course you must retake the class when it is offered next. The cost per course unit is listed on the Tuition Page of the website.

THESE COMMON CIRCUMSTANCES DO NOT QUALIFY AS EXTENUATING CIRCUMSTANCES

LOSS OF DATA

Please back-up your work consistently on independent media. Computer malfunctioning or errors are common but not acceptable reasons for special considerations. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

JOB RESPONSIBILITIES

Working Students are advised to take 2-3 courses per semester. Four courses as recommended to complete the program on the published deadline. However, if taking full-time coursework will hinder you from meeting your required course-work deadlines or meeting quality standards, it is best that you take three courses and extend your tenure by one semester.

Job responsibilities are not acceptable reasons for special considerations because we have only one standard for everyone in the institution. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

STUDENT SATISFACTION SURVEY

To develop and maintain a collegiate environment to sustain Higher Education, students are encouraged to participate at end of each semester in the Online Satisfaction Survey. Your input will help us to improve our programs and personnel. A degree today is like citizenship and good College education is a platform for you to: develop the required competencies for a degree, social skills, but also to enjoy learning. So, tell us what you want to do to make your college experience better. Be respectful, and be honest. The Form is accessible here:

<http://www.studyaimusa.org/student-feedback-form.htm>