

Unit 4: Management and Operations

Unit code: D/508/0488

Unit type: Core

Unit level: 4

Credit value: 15

Introduction

The aim of this unit is to help students understand the difference between the function of a manager and the role of a leader. Students will consider the characteristics, behaviours and traits which support effective management and leadership. In addition, this unit will introduce the concept of operations as both a function and a process which all organisations must adopt to conduct business. Students will be introduced to contemporary and historical theories and concepts which will support their learning for this unit.

On successful completion of this unit students will have developed sufficient knowledge and understanding of how management and operations make a positive, efficient and effective contribution to an organisation at a junior level. This could be in the role of a team leader or managing a specific aspect of an operation function and/or process.

Underpinning all aspects of the content for this unit you will consider topics under two broad headings: management and operations.

LEARNING OUTCOMES

By the end of this unit a student will be able to:

1. Differentiate between the role of a leader and the function of a manager.
2. Apply the role of a leader and the function of a manager in given contexts.
3. Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation.
4. Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment.

UNIT 5. COURSE CONTENTS

June 27 ONCAMPUS	CLASS 8.	<ul style="list-style-type: none"> ○ Managing diverse talent, stakeholders and customers ○ Globalisation and promoting global capabilities ○ Digital and innovative disruption e.g. Airbnb, HomeStay and Onefinestay ○ Mobile and intuitive interface developments creating a personalised service economy e.g. Foursquare Experience creation versus brands
July 4 ONLINE	CLASS 9.	<ul style="list-style-type: none"> ○ The relationship that leadership and management have in the context of corporate social responsibility; culture, values, ethics and sustainability. ○ The relationship with stakeholders and meeting stakeholder expectations in the context of encouraging, developing and sustaining entrepreneurship and intrapreneurship.
July 11 ONCAMPUS	CLASS 10.	<p>Theories of operations and operations management:</p> <ul style="list-style-type: none"> ○ Six sigma, lean production and queuing theory. <p>The use of different management approaches:</p> <ul style="list-style-type: none"> ○ Principles of Total Quality Management (TQM), ○ Just-in-Time Inventory and the concept of continuous improvement (Kaizen)
July 18 ONLINE	CLASS 11.	<p>Operational functions:</p> <ul style="list-style-type: none"> ○ Control and Distribution Systems. ○ Transformation of raw material into finished goods/services. ○ Process design. ○ Capacity management. ○ Logistics and inventory management. ○ Scheduling.
July 25 ONLINE	CLASS 12.	<ul style="list-style-type: none"> ○ Investment in management and leadership development ○ Coaching and mentoring opportunities

ASSIGNMENTS/TASKS/ASSESSMENT CRITERIA

LO3 Demonstrate an appreciation of the role leaders and managers play in the operations function of an organization	P4 Explain the key approaches to operations management and the role that leaders and managers play.
	P5 Explain the importance and value of operations management in achieving business objectives.
	M3 Evaluate how leaders and managers can improve efficiencies of operational management to successfully meet business objectives.
LO4. Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment	P6 Assess the factors within the business environment that impact upon operational management and decision-making by leaders and managers.
	M4 Analyse how these different factors affect the business environment and wider community.
	LO3 LO4 D2 Critically evaluate application of operations management and factors that impact on the wider business environment.

ASSIGNMENT

OBJECTIVES OF THE ASSIGNMENT

- LO3.** Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation
- LO4** Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment

CASE STUDY AND SCENARIO

Study the case study provided to demonstrate appreciation of the role leaders and managers play in the operations function of RyDe South Florida and the relationship between them in a contemporary business environment.

TASKS

LO3. ASSIGNMENT

- P4.** Explain the key approaches to operations management and the role that leaders and managers play.
- P5.** Explain the importance and value of operations management in achieving business objectives.

OPTIONAL FOR HIGHER GRADE. This is NOT a separate task. To achieve merit grade, for P4 you must also:

M3 Evaluate how leaders and managers can improve efficiencies of operational management to successfully meet business objectives.

LO4. ASSIGNMENT

P6 Assess the factors within the business environment that impact upon operational management and decision-making by leaders and managers.

OPTIONAL FOR HIGHER GRADE. This is NOT a separate task. To achieve merit grade, for P4 you must also:

M4 Analyse how these different factors affect the business environment and wider community.

D2 Critically evaluate application of operations management and factors that impact on the wider business environment.

SUBMISSION FORMAT

- ❖ Fully complete the Assignment Cover Page and use same as the front sheet/cover of your assignments.
 - ❖ Teams consisting of 2-3 fully contributing members are allowed for the assignments.
 - ❖ **P4 & P7** are compulsory assignments. You are required to develop and present a formal report to the Board Of Directors. Conduct research to generate knowledge which will form the basis for analysis of the scenario and context given in the Case Study. Your work must be referenced using the Harvard referencing system. Provide a bibliography using the Harvard referencing system.
 - ❖ Word requirements for each P task is 750. D and M tasks are 350 – 400 Words.
 - ❖ You **MUST** use the headers same as given e.g. P4 and M3. Do not reword them from the original.
 - ❖ Use page numbers throughout the report.
 - ❖ Save the file as **PdF** before you submit for marking.
 - ❖ Include the full plagiarism report after the reference page, and not just the score.
- Use www.citethisforme.com for referencing and www.grammarly.com for grammar and proof reading

Guidance To Students. You should read this information before starting:

- 1) Read the brief and think about what the assignment brief is asking. Make sure you understand the assessment criteria and nature of the evidence that must be produced. If you are not clear seek guidance from the tutor on the unit.
- 2) Guided by what the subject areas and issues in the task, you will conduct literature review to produce research findings that provide valid answers to the problem/subject/issues that you are inquiring.
- 3) Produce an appropriate assessment action plan that includes relevant research resources and timeframes. Submit this to the tutor for additional support or clarification if required.
- 4) You must be clear on the requirements to develop an appropriate specification to produce and communicate your work to the intended audience e.g. for written essays or reports you will organise the paper in sections:
 - 4.1. SECTION 1: Introduction – In a short opening statement you will outline what the task is asking and the aim/s of the paper. Further, you will briefly define the key terms in the assignment.
 - 4.2. SECTION 2: **Research Findings** - you will research the subject area/s and find answers and generate the knowledge to correctly investigate the issues raised. To carry out the research, apply a range of secondary research sources to elucidate the scope of the subject and support the requirements set out in the task. The research findings that you produce must be valid. This means that the findings must be relevant, and the sources used are appropriate. You will apply the research findings to your work to support, compare, analyse and validate the ideas and arguments. All arguments and ideas discussed must be credited to the source. That is, you must correctly state the name of the Author or source that you obtained the information from e.g. (Brown, 2016). The required referencing style is Harvard Referencing.

RESEARCH SOURCES: Secondary research sources that you can use to gather information for your work may include textbooks, journal articles, magazine articles (not factual accounts) and newspapers. Other sources that you may collect information from are *primary research sources* which include original first-hand accounts, legal and historical documents, results of experiments and market research data collection.

RESEARCH METHODS: You will further apply *qualitative and/or quantitative research methods* to evaluate the research findings from the primary sources. Qualitative is reasoning with arguments while quantitative is numbers and figures.

AVOID PLAGIARISING: You must reference all the sources in the body of your work (in-text). Further, create a reference page to list all these in-text sources that you cited in the work. Failure to reference your work in-text and on the reference page will result in a fail grade for the unit, as this is plagiarism (cheating/academic misconduct).

- 4.3. SECTION 3: **Discussion** - this is substantive discussion of the research findings. Here you will carry out the command verb in relations to the task you are assigned. E.g. you may be asked to analyse, explain, assess, apply, justify, compare etc. These are different commands and will require different approaches. Also, if the research findings are not relevant to the task, no matter the quality and rigor of the discussion, the criteria will not be met because your discussion should be an expansion of the research findings. Hone your discussion to meet all criteria set out in the task.
 - 4.4. Section 4: Conclusion. Draw conclusions to form the basis for recommendations. Conclusions are summary of the main points in the work. Recommendations are future actions needed based on the conclusion/outcome.
- 5) Submit a pdf copy of your work on or before the published deadlines. Work past due is not acceptable under any circumstances except in extenuating circumstances which must be approved before the deadline expires.
 - 6) Submit your work using the correct portal on iTutor. Work sent to incorrect portal will not be marked.
 - 7) Students will be awarded either Pass, Merit, Distinction, Referred, Incomplete, or Fail grade. In practice, this means that a student must achieve all the required learning outcomes to be awarded pass grade or higher. Thus, for students to achieve Pass, they must achieve all of the requirements that define the Pass. To achieve a Merit, students must achieve all the requirements that define Pass and Merit. For Distinction, the student must achieve all Pass, Merit and Distinction requirements. Referred Grade is where one or more tasks does not achieve a Pass Grade. You will be given feedback and the opportunity to submit the corrections at a future time agreed with your Supervisor.
 - 8) Failure to submit any part of an assignment will result in the work marked In-Complete. In-complete then changes to Fail. Avoid fail grade at all cost. In-complete (IC/NC) and Fail Grade (F) mean that you must pay to take over this unit/course. Here are the ways to fail: 1) not doing the working at all; 2) not attempting all the tasks listed as P (e.g. P1, P2 etc), 3) getting over 60% of the tasks as referred grade; and 4) plagiarising. Historically, less than 5% of the class will Fail.