



**CORPORATE AND ACADEMIC SERVICES**

**MODULE SPECIFICATION**

Part 1: Basic Data					
Module Title	Innovation in Operations Management				
Module Code	UMMC9U-15-M	Level	M	Version	2
Owning Faculty	FBL	Field	Operations and Information Management		
Contributes towards	MA Applied Social Research (including pathways in Built Environment, Business & Management, Education, Health & Social Care, Advanced Social Work,) MEng Mechanical Engineering (transitional) MSc Mechanical Engineering MEng Motorsport Engineering (transitional)				
UWE Credit Rating	15	ECTS Credit Rating	7.5	Module Type	Standard
Pre-requisites			Co- requisites		
Excluded Combinations			Module Entry requirements	n/a	
Valid From	1 September 2012		Valid to		

<b>CAP Approval Date</b>	
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<b>Part 2: Learning and Teaching</b>	
Learning Outcomes	<p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> <li>• Evaluate the importance of innovation in adding value and delivering continuous improvement and competitive advantage</li> <li>• Critically assess the complexity of innovation application in operations management, focusing particularly on the implementation stage</li> <li>• Review and assess the main business models for innovation.</li> <li>• Review and appraise the main classes of innovation strategy aimed at better managing operations and processes and satisfying the needs of customers, assessing their impact on adding value and creating continuous improvement and competitive advantage. e.g. Total Quality Management, Just in Time, Supply Chain Management, e-Procurement, Business Process Engineering and Lean thinking.</li> <li>• Understand and assess the relevance of issues (enablers and inhibitors) affecting the implementation of such strategies</li> <li>• Identify and critically analyse the main stages of the innovation in operations</li> </ul>

	<p>management</p> <ul style="list-style-type: none"> <li>• Understand the importance of open innovation and learning</li> <li>• Critically assess the key theories underpinning the management of innovation (eg. Learning, Resources Based Value, Social Capital, Organisation etc)</li> <li>• Work and learn in groups</li> <li>• Develop presentation skills</li> </ul>
Syllabus Outline	<ul style="list-style-type: none"> <li>• Review of key theories underpinning the module</li> <li>• Role of innovation in achieving a competitive and sustainable advantage through a more effective management of operations and processes in order to add greater value and better identify, understand and satisfy the needs of its customers.</li> <li>• Definitions of the different types of innovation; Key determinants and motives of innovation</li> <li>• Process of innovation and the crucial role of the implementation stage which forms the heart of the innovation process in operations management</li> <li>• Key Business Models for innovation in operations management and the emergence of Open Innovation</li> <li>• Just in Time, Total Quality Management, Six Sigma and Business Process Reengineering as examples of innovation</li> <li>• Supply chain management: origins and key features of supply chain management and pre-requisites for its successful implementation</li> <li>• Lean thinking and the continuous search for improvement through greater integration of processes and customer focus</li> </ul>
Contact Hours/Scheduled Hours	<ul style="list-style-type: none"> <li>• In addition to discussion through emails and blackboard, students are required to meet face to face (<b>at least twice</b>) with the tutor to discuss the two components of their assignment (presentation and research based essay/project). Students will be asked to submit an assignment proposals. Most meeting will be scheduled on Wednesday afternoon to accommodate part time students.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Teaching strategy</b> Each session is designed to introduce a range of major topic areas through lectures and student-led sessions. Students will be requested to work in groups on case studies, prepare each session, carry out presentations and lead discussions. More information about the organization of the lectures, case studies discussion, the readings and the assignment will be posted on blackboard and indicated in the module handbook provided at the start of the module. In addition, the lecture slides, the case studies and relevant academic articles will be posted on blackboard. Students will be expected to contribute using their own research and experience. Guest lectures will also be delivered to students. Students will be informed about relevant lectures and research workshops organised the Business School.</li> <li>• Students will need to complete the (i) necessary and essential reading (recommended articles and chapters from the main text book) and (ii) work for case studies and presentation. Students will be expected to put forward, rationalise, substantiate and defend their arguments.</li> </ul>

	<p>Students should consult the Study Skills web pages which provides support and guidance in a range of areas.</p>
Reading Strategy	<p><b>Access and skills</b> – All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a large range of journals (both print and electronic) and a wide variety of resources available through websites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue.</p> <p><b>Blackboard</b> – This module is supported by Blackboard, where students will be able to find all necessary module documentation, to include guidance on Further Reading within the module handbook/outline. Direct links to information resources will also be provided from within Blackboard.</p> <p><b>Main Text Books</b></p> <p>Slack, N., Chambers, S. &amp; Johnston, R., 2004. Operations Management. [4<sup>th</sup> Edition] Harlow, Prentice Hall.</p> <p>Tidd, J. and Bessant, J. (2009) <i>Managing Innovation: Integrating Technological, Market and Organizational Change</i>, 4th ed., New York: Wiley</p>
Indicative Reading List	<p><b>Indicative Reading List</b> - The following list is offered to provide students with an indication of the type and level of information that they are expected to consult. All the following books can be found in the UWE library.</p> <p>Barney, J.B., 1991. Firm Resources and Sustained Competitive Advantage. <i>Journal of Management</i>, 17(1), pp.99-120.</p> <p>Bettina Von Stamm 2008 Managing Innovation, Design and Creativity 2<sup>nd</sup> Ed, John Wiley &amp; Sons, Ltd</p> <p>Chesbrough H. 2006 <i>Open Business Models – How to Thrive in the New Innovation Landscape</i>, Harvard Business School Press pp 21-48</p> <p>Christopher M., 1998, Logistics and supply chain management, second edition', Financial Times Prentice Hall.</p> <p>Cohen, W.M., Levinthal, D.A., 1990. Absorptive capacity: a new perspective on learning and innovation. <i>Administrative Science Quarterly</i> 35 (1), 128–152.</p> <p>Fagerberg, J., Mowery, D.C. and Nelson, R.R. (eds.) (2006). <i>The Oxford Handbook of Innovation</i>, Oxford: Oxford University Press</p> <p>Johannessen J.-A., Olsen B. and Lumpkin G.T., Innovation as newness: what is new, how new, and new to whom?, <i>European Journal of Innovation Management</i>, Vol. 4No 1, 2001</p> <p>Johnston, R., &amp; Clark, G., 2001. Service Operations Management. 2<sup>nd</sup> Ed. Harlow, Prentice Hall.</p> <p>Rogers E.M., 1995, 'Diffusion of Innovation, fourth edition', The Free Press New York</p> <p>Saad M., Jones M. and James P., 2002, A review of the progress towards the adoption of supply chain management (SCM) in construction, <i>The European Journal of Purchasing and Supply Chain Management</i></p>

	<p>Trott P. , 2002, Innovation Management and New Product Development, , 2<sup>nd</sup> Edition, Financial Times Prentice Hall</p> <p>Womack J.P., Jones D.T. and Roos D., 1990, 'The machine that changed the world, Maxwell Macmillan</p> <p><b>Journals</b></p> <p>Science and Public Policy Research Policy Technovation International Journal of logistics – Research and Applications International Journal of Logistics Management International Journal of physical Distribution &amp; Logistics Management (<a href="http://www.emerald-library">http://www.emerald-library</a>) International Journal of Operations Management and production Management Journal of Supply Chain Management Journal of Operations Management (<a href="http://www.elsevier.com/locate/dsw">www.elsevier.com/locate/dsw</a>) European Journal of Purchasing and Supply Management</p>
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Part 3: Assessment	
Assessment Strategy	<p>Students will be assessed through the means of <b>two components</b>: a presentation (20 minutes) and a research based essay (3000 words). The presentations will start three weeks after the first lecture.</p> <p><b>All presentations will be recorded so that they can be viewed by the 2<sup>nd</sup> Internal Examiner and the External Examiner</b></p> <p><b><u>Component A:. Presentation</u></b></p> <p>The presentation will be based on a critical review of academic publications. Students are asked to agree on a topic and a list of academic articles (at least three articles on a selected item related to the contents of the course).</p> <p>The aim of this exercise is to evaluate the students' ability to identify and evaluate issues related to:</p> <ul style="list-style-type: none"> <li>• The concepts of operations management</li> <li>• Organisational innovation such as JIT, TQM, Lean approaches, Sixsigma, Supply chain Management</li> <li>• the enablers of innovation,</li> <li>• the challenges of innovation,</li> <li>• the national and/ or regional system of innovation,</li> <li>• the role of creativity</li> <li>• the role of learning.</li> </ul> <p>It will also aim to evaluate the students' awareness and understanding of the theoretical debate underpinning these issues, and to develop analytical and presentation skills.</p> <p>Credit will be given to well researched, critically analysed and clearly structured presentations. Credit will also be given to lively and clear delivery of the presentation.</p>

*The Presentation will account for 25% of the mark for the module.*

**Component B and Final Assessment: Research based essay**

This essay is based on research and readings. Although it has an essential theoretical underpinning, you will be required to illustrate your discussion through the use of examples and case studies. It is intended to provide the student with an opportunity to conduct his/her research and to apply the appropriate concepts, frameworks and perspectives in his/her analysis of the selected topic. You will also be required to give evidence of a critical review of relevant literature and an analysis regarding the application of the selected issue. The topic should allow a practical and theoretical deployment of the main strands of the course content. The assignment must therefore demonstrate the linkage between theoretical models and practical applications of these models. Students should ensure that their research objectives are very clearly formulated and adequately addressed throughout the whole assignment. **Students are expected to go beyond a purely descriptive account of their particular area of choice and place a greater emphasis upon an analytical and critical approach.**

It is very important that the title and the objectives of your assignment are discussed with the tutor. All students need to submit an assignment proposal. In addition to meetings with your tutor, progress report sessions will be organised to discuss your assignments to ensure that they are appropriate.

*The research based essay will account for 75% of the mark for the module.*

Identify final assessment component and element	Component B	
% weighting between components A and B (Standard modules only)	A:	B:
	25%	75%
<b>First Sit</b>		
Component A (controlled conditions) Description of each element	Element weighting (as % of component)	
1.Presentation	100%	
Component B Description of each element	Element weighting (as % of component)	
1. Research based essay	100%	

Resit (further attendance at taught classes is not required)	
Component A (controlled conditions) Description of each element	Element weighting (as % of component)
1.Presentation	100%
Component B Description of each element	Element weighting (as % of component)
1. Research based essay	100%
If a student is permitted an <b>EXCEPTIONAL RETAKE</b> of the module the assessment will be that indicated by the Module Description at the time that retake commences.	