



University of the
West of England

MODULE SPECIFICATION

Code: UMMC9U-15-M **Title:** Innovation in Operations Management **Version:** 1
Level: M **UWE credit rating:** 15 **ECTS credit rating:** 7.5

Module type: Standard

Owning Faculty: FBL **Field:** Operations and Information Management

Valid from: 1 September 2002 **Discontinued from:**

Contributes towards: MSc Management

Pre-requisites: None

Co-requisites: None

Excluded combinations: None

Learning outcomes:

On completion successful students will be able to:

- Evaluate the importance of innovation in adding value and delivering continuous improvement and competitive advantage
- Critically assess the complexity of innovation application in operations management, focusing particularly on the implementation stage
- 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. supply chain management, e-procurement, customer focus, supplier associations and lean and agile thinking.
- Present and assess issues involved in the implementation of such strategies
- Identify and critically analyse the stages of the innovation in operations management and highlight the key determinants (enablers and inhibitors) of the implementation stage.

Syllabus outline:

- The 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.
- Definitions of the different types of innovation; Main theories of innovation; Key determinants and motives of innovation
- Process of innovation and the crucial role of the implementation stage which forms the heart of the innovation process in operations management
- The business case for continuous improvement in operations management and the emergence of e-operations management

- Supply chain management: origins and key features of supply chain management and pre-requisites for its successful implementation
- The shift from supply chain management to the concept of supply strategy
- Lean thinking and the continuous search for improvement through greater integration of processes
- Lean principles: value, value stream, flow, pull and perfection
- Agile thinking and customer focus

Teaching and learning methods:

The course will be taught using a range of techniques including lectures, videos, case-studies and outside speakers.

Central to teaching and learning at M level is the high level of critical discourse in contact sessions and assessed work. A participative ethos allows the contribution of both staff and students to be equally valued in the exploration, evaluation and creation of theory and its application to problem solving in both case and real organisational contexts.

(N.B. This module will be developed in consultation with Oracle UK Ltd. whose representatives have already indicated their willingness to contribute.)

Indicative sources:

Bichencho J., 2000, 'The lean box tool, second edition', PICSIE Books, Buckingham, England

Christopher M., 1998, Logistics and supply chain management, second edition', Financial Times Prentice Hall.

Christopher, M. and Jüttner U., 2000. Developing Strategic Partnerships in the Supply Chain: A practitioner perspective, European Journal of Purchasing and Supply Management 6, 117-127.

Cooke, P., Boekholt, P. and Tödting, F., 2000. The Governance of Innovation in Europe: Regional Perspectives on Global Competitiveness. Pinter, London.

Cousins P.D., 1999, 'Supply base rationalisation: myth or reality?', European Journal of Purchasing and Supply Management, Vol 5 No 1.

Harland C.M., 1996, 'Supply chain management: relationships, chains and networks', British Journal of Management, Vol 7, March, pp S63-S80

Harland C.M., Lamming R.C. and Cousins P.D., 1999, 'Developing the concept of supply strategy, International Journal of Operations & Production Management, Vol 19 No 7, pp 650-673

Hines P., 1994, 'Creating world class suppliers: unlocking mutual competitive advantage', Financial Times, Pitman, London

Lamming R.C., 1993, Beyond partnerships: strategies for innovation and lean supply', Prentice-Hall, Hemel Hempstead

New, S. and Ramsay J., 1997. A Critical Appraisal of Aspects of the Lean Approach. European Journal of Purchasing & Supply Management, Vol. 3, No 2, 93-102.

Rogers E.M., 1995, 'Diffusion of Innovation, fourth edition', The Free Press New York

Rothwell, R., 1992, Successful industrial innovation: critical success factors for the 1990s. R&D Management, 22 930, .221-239.

Saad M., Jones M. and James P., 2002, A review of the progress towards the adoption of supply chain management (SCM) in construction, The European Journal of Purchasing and Supply Chain Management

Saad M., 2000, Development through technology transfer – Creating new organisational and cultural

understanding, Intellect.

Slack N., Chambers S., Harland C., Harrison A. and Johnston R., 1998, 'Operations Management, second edition', Financial Times Pitman Publishing

Tidd J., Bessant J. and Pavit K., 1997. Managing Innovation: Integrating Technological Market and Organisational Change. Wiley, Chichester.

Womack J.P., Jones D.T. and Roos D., 1990, 'The machine that changed the world, Maxwell Macmillan

Assessment

Weighting between components A and B

A: 25%

B: 75%

Component A

Description of each element

1. Presentation

Element weighting
100%

Component B

Description of each element

1. Research based essay

Element weighting
100%

Second Assessment Opportunity (further attendance at taught classes is not required)

Component A

Description of each element

1. Presentation

Element weighting
100%

Component B

Description of each element

1. Research based essay

Element weighting
100%

SECOND (OR SUBSEQUENT) ATTEMPT Attendance at taught classes is not required.

Specification confirmed byDate

(Associate Dean/Programme Director)