



MODULE SPECIFICATION

Part 1: Information			
Module Title	Strategic and Operational Management		
Module Code	UBLLXF-30-3	Level	Level 6
For implementation from	2019-20		
UWE Credit Rating	30	ECTS Credit Rating	15
Faculty	Faculty of Environment & Technology	Field	Architecture and the Built Environment
Department	FET Dept of Architecture & Built Environ		
Module type:	Standard		
Pre-requisites	Construction Technology and Building Services 2019-20		
Excluded Combinations	None		
Co- requisites	None		
Module Entry requirements	None		

Part 2: Description
<p>Overview: This module aims to provide students with the opportunity to consider the role of strategic and operational management within construction organisations and projects. Learners will examine various approaches to the strategic management of organisations and consider how they relate to project processes, construction markets, to external environments and other organisations; this will include reviewing some of the common and topical management issues that the industry needs to address to meet the increasing demands of clients and stakeholders.</p> <p>Throughout the module the links between strategy and operational management will be developed; and a significant element of the module will address the wide range of issues facing modern construction managers. The scope, use and limitations of qualitative and quantitative models will be examined, with particular reference to their application for improving project performance and productivity within the construction industry.</p> <p>Pre-requisites: UBLLWF-30-2 Site Management and Structural Design, UBLMYB-30-2 Construction Technology and Building, Services 60 Credits at level 1</p> <p>Educational Aims: In addition to the learning outcomes, the educational experience may explore, develop, and practise but not formally discretely assess the following:</p> <p>To identify key aspects of the historical development strategic and operational management</p>

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approaches.

To explain the role of management information systems in a modern construction environment and how these systems may be used to enhance the management of production activities.

To specify a problem clearly and effectively and offer solutions in terms of controlling the construction process.

Outline Syllabus: The syllabus content is indicative, given the changes in the wider environment, the construction and property sectors, and the specificities of these industries:

Corporate and Business Strategies; changes in the market and wider environment, innovation and the relationship with research and development.

Intra- and inter-organisational innovation and business improvement; quality management, lean thinking, supply chain management, knowledge management and organisational learning

Managing Change; strategic positioning tools, change management models, implementing change and barriers to change

Business and Social Ethics; corporate social responsibility, professional ethics and human resource ethics.

Sustainable Development; sustainable construction and communities, climate change, natural resource protection and environmental enhancement.

Safety Management; risk perception and identification; organizational risk, health and safety policy.

Project Delivery; pre-contract processes, mobilising for site activities, handovers and post contract processes.

Decision Making Methodology; information requirements and resource selection; alternative methods and method statements.

Construction Planning; planning methodologies and resource allocation; operational case studies.

Operational Productivity; specialist contractor's work packages, operational times and work sampling; performance improvement, quality management and lean construction

Modelling Operations; computer modelling, simulation application, operational modelling

Monitoring and Control; progress monitoring; integration of time and cost; criteria for control.

Resource Supply and Control; managing specialist contractors and logistics.

Management Information Systems; information and communication technologies in construction; knowledge sharing and feedback systems.

Rationality and purposeful behaviour; features of organisations and elements of systems thinking; motivation of individuals, the validity of numerical techniques and computing software.

Teaching and Learning Methods: The overall approach to teaching and learning in this module aims to develop students' critical appreciation of the strategic issues facing organisations and the practicalities of operations management. A range of teaching and learning methods will be used to explore the topic areas; generally concepts and issues will be introduced via a series of weekly lectures, which are further explored through a mixture of tutorials, seminars and workshops.

The lecture series will include presentations from external speakers (construction professionals) who will explore how their organisations have formulated strategies to address particular management issues or have utilised specific practices to enhance the operational management

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of their businesses.

The tutorial, seminar and workshop sessions will be used to address the topic raised within the lecture series; and provide an opportunity for the exchange of ideas on pertinent concepts that are of concern to the construction sector. There will also be opportunities to develop problem solving skills using computer packages.

Students will be expected undertake independent learning to prepare responses to specific tasks. Formative feedback on the set problems will be provided each week through discussions or via feedback sheets. A significant proportion of tutorial material will form the basis for the final summative assessments.

Scheduled learning includes lectures, seminars, tutorials and workshops. The proportion of the scheduled learning sessions may vary slightly depending on the availability of practitioners who deliver some of the workshop sessions.

Independent learning includes hours engaged with essential reading, case study preparation, assignment preparation and completion etc.

Activity (hours):

Contact time 72

Assimilation and development of knowledge 148

Exam preparation 20

Coursework preparation 60

Total study time 300

Part 3: Assessment

The assessment strategy is based upon two summative assessments, one at the end of each semester. The first assessment is coursework based and will require to submit a case study report towards the end of semester one. The second assessment is a two hour examination which is undertaken in the semester two assessment period.

The coursework report provides students with the opportunity to apply their knowledge and understanding developed from pre-requisite level two studies, and within this module. Following a series of formative exercises where feedback is provided, students will be required to develop their responses to produce illustrative production information for a case study project.

The examination will assess the students' critical thinking, analytical and independent research skills; when considering a range of current strategic and operational management issues. Exam questions will be drawn from topic areas that are explored in the schedule learning sessions or by directed personal study. Students will be expected to undertake independent learning to complete tasks set in the lectures and formative feedback will be provided on these exercises in the tutorials and seminars.

First Sit Components	Final Assessment	Element weighting	Description
Report - Component B		50 %	Report (3000 words equivalent)
Examination - Component A	✓	50 %	Examination (3 hours)
Resit Components	Final Assessment	Element weighting	Description
Report - Component B		50 %	Report (3000 words equivalent)
Examination - Component A	✓	50 %	Examination (3 hours)

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Part 4: Teaching and Learning Methods																			
Learning Outcomes	<p>On successful completion of this module students will achieve the following learning outcomes:</p> <table border="1"> <thead> <tr> <th style="text-align: left;">Module Learning Outcomes</th> <th style="text-align: left;">Reference</th> </tr> </thead> <tbody> <tr> <td>Critically evaluate the cohesiveness of an organisation's overall approach to the development and implementation of their business strategy; and explain how such a strategy is effectively deployed to the operational level of a business</td> <td>MO1</td> </tr> <tr> <td>Examine and critically evaluate the management approaches associated with the dominant management paradigm; their suitability for the construction and property sectors; and their appropriateness in supporting change and innovation within and between organisations</td> <td>MO2</td> </tr> <tr> <td>Engage effectively in academic and professional debate with regard to the maximisation of value through current business improvement approaches such as; supply chain management, lean thinking, process re-engineering, benchmarking, total quality management, organisational learning.</td> <td>MO3</td> </tr> <tr> <td>Synthesise knowledge to analyse a situation or problem using appropriate concepts and frameworks in relation to development of a construction method for site activity</td> <td>MO4</td> </tr> <tr> <td>Demonstrate and apply project planning and programming skills to a case study construction project; using ICT tools to support the process and to produce effective visual tools for site communication</td> <td>MO5</td> </tr> <tr> <td>Discuss and evaluate working procedures and administration in relation to operational monitoring and control; and demonstrate their use on a case study construction project</td> <td>MO6</td> </tr> <tr> <td>Illustrate and show how operational research techniques (Forecasting, PERT, Line of Balance, Linear Planning and Simulation) can be deployed within the construction sector to assist decision making</td> <td>MO7</td> </tr> <tr> <td>Evaluate and discuss the validity of mathematical modelling in relation to the behaviour of individuals and teams involved in construction site processes</td> <td>MO8</td> </tr> </tbody> </table>	Module Learning Outcomes	Reference	Critically evaluate the cohesiveness of an organisation's overall approach to the development and implementation of their business strategy; and explain how such a strategy is effectively deployed to the operational level of a business	MO1	Examine and critically evaluate the management approaches associated with the dominant management paradigm; their suitability for the construction and property sectors; and their appropriateness in supporting change and innovation within and between organisations	MO2	Engage effectively in academic and professional debate with regard to the maximisation of value through current business improvement approaches such as; supply chain management, lean thinking, process re-engineering, benchmarking, total quality management, organisational learning.	MO3	Synthesise knowledge to analyse a situation or problem using appropriate concepts and frameworks in relation to development of a construction method for site activity	MO4	Demonstrate and apply project planning and programming skills to a case study construction project; using ICT tools to support the process and to produce effective visual tools for site communication	MO5	Discuss and evaluate working procedures and administration in relation to operational monitoring and control; and demonstrate their use on a case study construction project	MO6	Illustrate and show how operational research techniques (Forecasting, PERT, Line of Balance, Linear Planning and Simulation) can be deployed within the construction sector to assist decision making	MO7	Evaluate and discuss the validity of mathematical modelling in relation to the behaviour of individuals and teams involved in construction site processes	MO8
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Reading List	<p><i>The reading list for this module can be accessed via the following link:</i></p> <p>https://uwe.rl.talis.com/index.html</p>																		

Part 5: Contributes Towards
This module contributes towards the following programmes of study: