



Module Specification

Strategic and Operational Management

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Part 1: Information

Module title: Strategic and Operational Management

Module code: UBLLXF-30-3

Level: Level 6

For implementation from: 2020-21

UWE credit rating: 30

ECTS credit rating: 15

Faculty: Faculty of Environment & Technology

Department: FET Dept of Architecture & Built Environ

Partner institutions: None

Delivery locations: Auston Institute of Management Singapore, Frenchay Campus

Field: Architecture and the Built Environment

Module type: Standard

Pre-requisites: Project Management Tools and Techniques 2019-20, Site Management 2019-20

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

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.

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.

Pre-requisites: UBLLWF-30-2 Site Management and Structural Design, UBLMYB-30-2 Construction Technology and Building, Services 60 Credits at level 1

Features: Not applicable

Educational aims: In addition to the learning outcomes, the educational experience may explore, develop, and practise but not formally discretely assess the following:

To identify key aspects of the historical development strategic and operational management 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.

Part 3: Teaching and learning methods

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 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

Module Learning outcomes:

MO1 Critically evaluate how an organisation enhances their business strategy, and manages the implementation of change at the operational level.

MO2 Critically evaluate the dominant management paradigm in the construction and property sectors; and their appropriateness in supporting innovation.

MO3 Debate the value and ethics of typical innovations found in contemporary construction industry, such as lean thinking and supply chain management.

MO4 Evaluate how different construction methods can be used on site, including health and safety considerations.

MO5 Demonstrate how digital tools and visual communication techniques can be used to plan construction team activities.

MO6 For a case study construction project, evaluate the impact of operational monitoring and control procedures.

MO7 Discuss how operational research techniques can assist decision making in the construction sector.

MO8 Discuss the role of behavioural modelling in relation to construction team processes.

Hours to be allocated: 300

Contact hours:

Independent study/self-guided study = 228 hours

Face-to-face learning = 72 hours

Total = 300

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/index.html) via the following link <https://uwe.rl.talis.com/index.html>

Part 4: Assessment

Assessment strategy: 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 three 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.

Assessment components:**Examination (Online) - Component A (First Sit)**

Description: Online Examination

Weighting: 50 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO7, MO8

Report - Component B (First Sit)

Description: Report (3000 words equivalent)

Weighting: 50 %

Final assessment: No

Group work: No

Learning outcomes tested: MO4, MO5, MO6

Examination (Online) - Component A (Resit)

Description: Online Examination

Weighting: 50 %

Final assessment: Yes

Group work: No

Learning outcomes tested:

Report - Component B (Resit)

Description: Report (3000 words equivalent)

Weighting: 50 %

Final assessment: No

Group work: No

Learning outcomes tested:

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Construction Project Management [May][FT][AustonSingapore][2yrs] BSc (Hons)
2019-20

Construction Project Management [Feb][FT][AustonSingapore][2yrs] BSc (Hons)
2019-20

Construction Project Management [Sep][FT][AustonSingapore][2yrs] BSc (Hons)
2019-20

Construction Project Management [Jun][FT][AustonSriLanka][2yrs] BSc (Hons)
2019-20

Construction Project Management [Sep][FT][Frenchay][3yrs] BSc (Hons) 2018-19

Construction Project Management [May][PT][AustonSingapore][3yrs] BSc (Hons)
2018-19

Construction Project Management [Feb][PT][AustonSingapore][3yrs] BSc (Hons)
2018-19

Construction Project Management [Sep][PT][AustonSingapore][3yrs] BSc (Hons)
2018-19