Module Specification

Managing Digital Operations for Senior Leaders

Version: 2023-24, v2.0, 24 May 2023

Contents

Part 1: Information

Module title: Managing Digital Operations for Senior Leaders

Module code: UMSDVC-15-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Not in use for Modules

Field: Operations and Information Management

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: The module adopts a work-based and problem-solving pedagogy where learning is grounded in the external context of the student's employment. Assessments require the application of what is being learnt to the student's employment context, enabling students to solve real issues from their organisation and reflect on their own work-based experience of organisations.

Features: Not applicable

Educational aims: 1. To provide a critical overview of value creation and the technology and information systems to support this

2. To develop students' understanding of sustainable operational management

3. To provide opportunities for critically evaluating innovation within organisations

Outline syllabus: Indicative content:

Appropriate organisational form to support value creation and transformation within and between organisations

Technology and information systems to support evolving organisational choices and coordination within and between organisations in a global context;

Sustainable operations management and disruptive innovation

Supply Chain and Operations Strategy to support organisational scale: vertical and horizontal integration.

Nature, types and imperative of innovation: management of new product development processes

Building quality into the design, production and delivery of products and services: their impact on sustainability

Analysis and design of business models:
Business model canvas
Performance indicators for business improvement
E-business and digitisation of operating processes
Ethically effective and sustainable management techniques to deliver business value
Facilitating customer co-creation/co-production

Part 3: Teaching and learning methods

Teaching and learning methods: Teaching and learning sessions encompass a range of participative activities, such as case studies linked to a range of existing business and market challenges, problem solving activities and group discussion of relevant theories and concepts. Other scheduled contact activity may be mediated by technology (such as scheduled online tutorials or discussion sessions) as readily as face-to-face in the classroom.

In order to enhance the real-world intent of the module, guest speakers from industry form a part of the teaching and learning. Specific guests/speakers and the topic area is always subject to annual negotiation of their availability and will change year-to-year.

Relevant reading and independent learning tasks will be detailed in the module handbook and online

Module content enables students to deal with the tasks associated with setting up, running, and evolving the operating structures, systems, and processes of an organisation so that its value adding activities can be effectively and efficiently performed and sustained.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

> **MO1** Critically evaluate the alignment between strategy and operational delivery and procurement system design

> **MO2** Critically analyse the strategic development and management of the organisation's sustainable delivery system.

> **MO3** Analyse existing business operations and identify opportunities for new entrepreneurial ways of working using digital transformation for focused improvements.

MO4 Critically examine the relationship between technological innovation, operational implementation of innovation, and risk assessment and risk appetite in the context of digital operations.

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 120 hours

Face-to-face learning = 30 hours

Total = 150

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

Part 4: Assessment

Assessment strategy: The assessment strategy for this module is in portfolio format. The emphasis in the strategy is to provide opportunities for students to engage in genuine decision-making which focuses on either their area of work, or their desired career path. Students will be asked to produce analysis of their current place of work using course concepts, alternatives can be considered after consultation with the module leader. Students will be asked to analyse organisational systems, structures and processes from their own organisational context in order to gain understanding through applying course theory. This would be done in several stages over the course of the module, progressively building the content of the portfolio.

The assessment demands analysis of existing operations/supply chain and the operating strategy in place and requests proposals for innovation in their own workplace. Ideally this will be considered in conjunction with superiors or colleagues in the workplace and considered for later implementation in the business. Each stage of the portfolio will require the student to apply at least one course concept to their place of work, building a wider picture of the organisation's operations over the duration of the module.

The real-world situation and the specific context of the change may be varied and thus different students may draw from different module knowledge bases in their analyses and proposals for change. The real-world situation will originate from the student's own organisational context and needs to be negotiated with the module leader through a submitted proposal. The portfolio of work will be assessed on the quality of the applied analysis, their understanding of the resource choices they are making, and the critical reflection and evaluation of their decisions.

Assessment components:

Portfolio (First Sit)

Description: Decision making portfolio (3000 words)

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

Portfolio (Resit)

Description: Decision making portfolio (3000 words)

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business Administration {Apprenticeship-UWE} [Frenchay] PGDip 2022-23

Business Administration {Executive MBA} [Jan][PT][Frenchay][2yrs] MBA 2022-23