

Introduction to Operations Management

Coursework guidance

2024 – 25

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Coursework guidance

- Read the whole CWA Brief and the CWA Guidance
 - Based on 3 topics – Operations as a system, supply chain management and capacity planning.
 - Three academic articles
 - Watch the video:
[Inside the Factory: Keeping Britain Going \(2020\) Toilet roll update](#)
 - No primary research is needed
 - Academic report
- Tasks:
- Part 1
 - Watch the video on Toilet roll supply chain
 - Review the lecture slides
 - Read the topics in core text
- Part 2
 - Read the three research papers
 - Analyse how the ideas in the paper apply to the case.

Coursework guidance

- Submit a written report of no more than **3000 words** (including everything else)
- Each part worth approx. equal marks.
- Divide the word count accordingly.
- Each question has specific guidance on how to address the key concerns, i.e. sub-questions
- *Submit one copy only, electronically, in Word format (not as a PDF file) by 10:00 on Friday 14th March via the coursework section of Moodle - see the checklist in CWA guidance*
- You will be assessed on your ability to use and communicate the meaning of operations management ideas – *not* cosmetic presentation skills
- *Not expected to have any prior knowledge.*
- *Decision of examiners in final.*

Part I. Inside the Factory: Keeping Britain Going (2020) Toilet roll update

Question - Describe the type of operations represented in the 'toilet roll' and a 'gin factory' as presented in the video. Additionally:

- Please refer to the video and the lecture material on 'operations as a system' to analyse the 4V model of both of the factory operations. Particularly, evaluate how variation in demand and variety impacted their operations?
- Using examples from the video, discuss how both factory operations balanced different performance objectives to meet demand during the pandemic.

Question - Given the types of operations in the 'toilet roll' and a 'gin factory', how can capacity be most effectively defined in this context? Discuss the following aspects with reference to specific examples from the video:

- The possible capacity constraints that the factory could face at different stages of the supply chain.
- Identify potential bottlenecks in the operations and analyse how they could limit production efficiency.
- Evaluate the capacity planning strategies that the factory employed to cope with demand fluctuations.

Part I. Inside the Factory: Keeping Britain Going (2020) Toilet roll update

- Start with general and then get into specifics.
- You will receive credit for doing so if they are relevant and informative
- You need to use your own words
- You might have to make some conjectures to explain a concept
- You can use tables, figures, plots and etc, as long as you explain the purpose clearly

Part I. Inside the Factory: Keeping Britain Going (2020) Toilet roll update

- You may wish to do your own research in terms of what constitutes capacity in the video case – this is not explicit in the case
- Discuss capacity constraints in relation to concepts covered in lectures – just listing constraints from online sources is unlikely to be sufficient
- Refer to lecture slides about how capacity is analysed in relation to demand – do the concepts discussed in lectures apply? If not, what other mechanisms may be useful?

Part II. Analyse the research articles

1. Read the provided research papers and explain in your own words, how the ideas in these papers on supply chain vulnerability apply to the toilet roll supply chain as seen in the video "Inside the Factory: Keeping Britain Going (2020) - Toilet Roll Update". You may wish to do your own research to support your analysis. Specifically, you should:
 - Describe the nature of the toilet roll supply chain and analyse how it differs from other supply chains. Also, develop a supply chain structure of a toilet roll supply chain and discuss its different stages.
 - You should discuss how the ideas in the paper apply to this case.

Resources

- Academic papers through library – citations given in CWA brief, use *Onesearch*
- Core Textbook, Slack & Brandon-Jones
- Draw on lecture material whenever appropriate
 - No need to provide references

Other sources

- *Only* a reasonable number of other academic papers, probably >5, <9, but only if relevant and informative
- Free to consult any other non-academic sources, but...
 - Credit *only* if it offers additional, relevant insight
 - *Only* a reasonable number of other reports, probably >5, <9, but only if relevant and informative
- Your credit doesn't automatically go up with the number of sources you use
- The mix of sources should be justifiable: e.g. a poor quality source but with a radically new insight into the issues might be worthwhile
- Only sources in English acceptable

The importance of groupwork

- Analysis of operations problems is always collective because:
 - Requires combinations of expertise, observation, insight
 - Has to produce a collective commitment to solutions
- So you need to get used to communicating & combining analysis
- It might be helpful to have a group meeting just to discuss how you all are going to work together, how you are going to resolve differences, and how do you combine your efforts to address the task.

Groupwork marking

- It will take account of how well a group's report coheres/not individual sections
- It will assume, compared with an individual report:
 - a higher degree of effort (more work)
 - a wider coverage of sources (more evidence)
 - a wider intellectual outlook (more ideas)
 - a greater critical, reflective capacity (more awareness)
- Groups of 3/4 only

Groupwork expectations

If it all breaks down

- See the appended departmental groupwork code of conduct in Coursework Guidance
- Make documented efforts to resolve the problem yourselves
- Approach the lecturer for advice ***as soon as possible***
- In the worst case:
 - The lecturer may ask for members' estimates of contribution
 - Including written summaries and explanations
 - And adjust the group mark for individual efforts

Groupwork FAQs

- You have read the coursework guidance, the CWA brief, and this presentation carefully. You think you have a question that has not been answered anywhere
Post the question in the discussion forum of CWA section week 15.
- You want to meet the lecturer for guidance on specific points.
Q&A section, moodle. Don't repeat questions.
- You can't contact another member of your group.
Approach the lecturer immediately to resolve the situation.
- You fall ill very soon after starting and can't contribute.
Tell your colleagues and ask the lecturer for advice.
- You can't agree on an important point within the group.
Explain and analyse the difference and incorporate in the report.
- You disagree with the mark awarded to your group.
Identify exactly where the marking is deficient and ask the lecturer for clarification.
- You think the feedback is wrong in places, too vague, and unreasonable.
Ask the lecturer who the marker is, and whether they could elaborate.

Report writing

Read the guide attached to the coursework specification:

- Structuring
- Writing
- Illustrating
- Editing
- Plagiarising

Structure

You should have a clear and logical structure for your report.

You should include:

1. A short introduction...
2. You can use the individual tasks to form sections and subsections.
3. A set of references... identifying the sources you have drawn on.

Writing

- You should write in a way that is clear, concise and appropriate. No need to use cosmetic fonts/colours.
- Clarity always beats complexity...
- If you tend to use long rather than short words in an attempt to impress, then your writing is much more likely to be confusing.
- Check, then double check –
 1. Grammar
 2. Spelling
 3. Coherence
 4. Logic/flow

Illustrating

- You should use tables and charts wherever this is appropriate ... You should *not* include graphics
- Be careful about copyright for whichever images you do use
- No credit for diagrams cut and pasted from a source (even if with a reference)
- Possibly negative credit if diagrams/pictures are not relevant, partly illegible, not fully explained

Editing

- You should expect to go through several stages in preparing the report. You need a plan for writing drafts, revising the text, editing and formatting, and submitting the report...
- The report should be coherent, i.e. flow logically, not three/four separate parts clubbed together.

Plagiarism

It is essential that you avoid plagiarism. Some basic guidelines are these:

1. Whenever you quote someone else literally (in their own words) enclose their words in quotation marks.
2. Add a reference to every distinct quotation from a given source.
3. Whenever you use someone else's findings, ideas or terminology, add a reference to the work in which you found it. Use your own words to express someone else's findings or ideas.
4. Re-draw any figures you copy from other sources, acknowledging them fully and editing them.
5. The only situation in which it is acceptable to cut-and-paste someone else's diagram or picture into your own work is where the form of that diagram cannot be redrawn (such as a photograph)
6. Use LUMS referencing guide, or Harvard referencing convention, use it comprehensively and consistently, and check that your references are complete.

Instruction on AI usage: RED CATEGORY

RED category: AI tools cannot be used

RED CATEGORY

Under this category, you must not use Gen AI tools.
The purpose and format of the assessments makes it
inappropriate or impractical for AI tools to be used.



Good luck with your CWA