Course Outline
Semester I 2018

MANF6860

STRATEGIC MANUFACTURING MANAGEMENT
## Contents

1. Staff contact details ................................................................. 2  
   Contact details and consultation times for course convenor ............... 2  
   Contact details and consultation times for additional demonstrator ........ 2  
2. Important links ........................................................................ 2  
3. Course details .......................................................................... 2  
   Credit Points ............................................................................. 2  
   Contact hours ............................................................................ 3  
   Summary and Aims of the course .................................................. 3  
   Student learning outcomes .......................................................... 3  
4. Teaching strategies .................................................................... 4  
5. Course schedule ....................................................................... 4  
6. Assessment .............................................................................. 6  
   Assessment overview .................................................................. 6  
   Assignments ............................................................................. 7  
   Presentation ............................................................................... 7  
   Submission .............................................................................. 7  
   Marking .................................................................................... 7  
   Examinations ............................................................................ 7  
   Calculators ............................................................................... 7  
   Special consideration and supplementary assessment .................... 8  
7. Attendance ............................................................................... 8  
8. Expected resources for students .................................................. 8  
   Suggested additional readings ...................................................... 8  
9. Course evaluation and development ............................................. 8  
10. Academic honesty and plagiarism ............................................... 9  
11. Administrative matters and links ............................................... 9  
Appendix A: Engineers Australia (EA) Competencies .............................. 11
1. Staff contact details

Contact details and consultation times for course convenor

Name: Prof S. Kara  
Office location: Ainsworth 301A  
Tel: (02) 9385 5757  
Email: S.Kara@unsw.edu.au  

Consultation concerning this course is available on Tuesday 1300 –1800 whenever the lecturer is not otherwise engaged.

Contact details and consultation times for additional demonstrator

Name: Ms Shiva Abdoli (Demonstrator)  
Office Location: 301, Ainsworth Building  
Tel: (02) 9385 6851  
Email: s.abdoli@unsw.edu.au

Please see the course Moodle.

2. Important links

- Moodle
- UNSW Mechanical and Manufacturing Engineering
- Course Outlines
- Student intranet
- UNSW Mechanical and Manufacturing Engineering Facebook
- UNSW Handbook

3. Course details

Credit Points

This is a 6 unit-of-credit (UoC) course, and involves 3 hours per week (h/w) of face-to-face contact.

The UNSW website states “The normal workload expectations of a student are approximately 25 hours per semester for each UoC, including class contact hours, other learning activities, preparation and time spent on all assessable work. Thus, for a full-time enrolled student, the normal workload, averaged across the 16 weeks of teaching, study and examination periods, is about 37.5 hours per week.”
This means that you should aim to spend about 9 h/w on this course. The additional time should be spent in making sure that you understand the lecture material, completing the set assignments, further reading, and revising for any examinations.

Contact hours

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>Monday</td>
<td>6pm - 8pm</td>
</tr>
<tr>
<td>Tutorials</td>
<td>Monday</td>
<td>8pm – 9pm</td>
</tr>
</tbody>
</table>

Please refer to your class timetable for the learning activities you are enrolled in and attend only those classes.

Summary and Aims of the course

This course introduces students to the strategic aspects of manufacturing management, in terms of an analysis of the environment in which manufacturing companies compete. In particular, it explores the relation of manufacturing strategy to business, financial and marketing strategies.

This course aims to provide an introduction to the strategic aspects of manufacturing management, in terms of an analysis of the environment in which manufacturing companies compete, the various dimensions of competitiveness, and how individual companies can maximise effective utilisation of their assets, and hence increase their overall ability to compete.

Student learning outcomes

This course is designed to address the learning outcomes below and the corresponding Engineers Australia Stage 1 Competency Standards for Professional Engineers as shown. The full list of Stage 1 Competency Standards may be found in Appendix A.

After successfully completing this course, you should be able to:

<table>
<thead>
<tr>
<th>Learning Outcome</th>
<th>EA Stage 1 Competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Understand the nature of manufacturing strategy and its relation to corporate strategy</td>
<td>PE1.3, PE1.5, PE2.3, PE3.6</td>
</tr>
<tr>
<td>2. Develop a systematic plan for strategy implementation</td>
<td>PE1.3, PE1.5, PE2.3, PE3.6</td>
</tr>
<tr>
<td>3. Understand the different types of globalised manufacturing and their implications</td>
<td>PE1.3, PE1.5, PE2.3, PE3.6</td>
</tr>
<tr>
<td>4. Appreciate the importance of linking performance monitoring to manufacturing strategy</td>
<td>PE1.3, PE1.5, PE2.3, PE3.6</td>
</tr>
</tbody>
</table>
4. Teaching strategies

The subject will be presented in the form of lectures and tutorials. Each weekly class will consist of an hour of a tutorial example or case study related to the material covered in the previous lecture in the first hour, followed by 1-1.5 hrs lecture.

5. Course schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Demonstration</th>
<th>Location</th>
<th>Suggested Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Nature and Role of Manufacturing Strategy</td>
<td>None</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 1 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>2</td>
<td>Porter’s Model and the Value Chain</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 2 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>3</td>
<td>Competitive Positioning</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 3 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>4</td>
<td>Cost Accounting &amp; Capital Investment Valuation</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 4 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>5</td>
<td>Product Technology and Process Choice</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 5 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>6</td>
<td>Process Positioning and Core Competencies</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 6 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>7</td>
<td>Capacity Strategies</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 7 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>8</td>
<td>Focused Manufacturing</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 8 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>9</td>
<td>Experience Curve, Efficiency and Productivity</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 9 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>Week</td>
<td>Topic</td>
<td>Demonstration</td>
<td>Location</td>
<td>Suggested Readings</td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------------------</td>
<td>--------------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>10</td>
<td>Global Manufacturing and the Extended Enterprise</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 10 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>11</td>
<td>Linking Performance to Manufacturing Strategy 1</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 11 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>12</td>
<td>Linking Performance to Manufacturing Strategy 2</td>
<td>Review of previous lecture and exercises</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 12 lecture notes and reading material on Moodle</td>
</tr>
<tr>
<td>13</td>
<td>Strategy Formulation and Implementation</td>
<td>Integrated Case Study Presentations</td>
<td>New South Global Theatre (K-G14-127)</td>
<td>Unit 13 lecture notes and reading material on Moodle</td>
</tr>
</tbody>
</table>
6. Assessment

Assessment overview

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Length</th>
<th>Weight</th>
<th>Learning outcomes assessed</th>
<th>Assessment criteria</th>
<th>Due date and submission requirements</th>
<th>Deadline for absolute fail</th>
<th>Marks returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 1</td>
<td>Max 5000 words</td>
<td>30%</td>
<td>1,2</td>
<td>Units from 1 to 4</td>
<td>Week 5 in the lecture</td>
<td>N/A</td>
<td>Two weeks after submission</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>Max 5000 words</td>
<td>30%</td>
<td>1,2</td>
<td>Units from 5 to 8</td>
<td>Week 9 in the lecture</td>
<td>N/A</td>
<td>Two weeks after submission</td>
</tr>
<tr>
<td>Integrated Case Study Presentation</td>
<td>Max 10 min</td>
<td>10%</td>
<td>1,2,3,4</td>
<td>Units from 1 to 12</td>
<td>Week 13 in the lecture</td>
<td>N/A</td>
<td>One day after presentations</td>
</tr>
<tr>
<td>Integrated Case Study Final Report</td>
<td>Max 6000 words</td>
<td>30%</td>
<td>1,2,3,4</td>
<td>Units from 1 to 12</td>
<td>Friday, at the end of week 13</td>
<td>N/A</td>
<td>Two weeks after submission</td>
</tr>
</tbody>
</table>

All assignments and assessment criteria will be made available on Moodle prior to the assessments.
Assignments

Presentation

All non-electric submissions should have a standard School cover sheet which is available from this course’s Moodle page.

All submissions are expected to be neat and clearly set out. Your results are the pinnacle of all your hard work and should be treated with due respect. Presenting results clearly gives the marker the best chance of understanding your method; even if the numerical results are incorrect.

Submission

Late submissions will be penalised 5 marks per calendar day (including weekends). An extension may only be granted in exceptional circumstances. Special consideration for assessment tasks must be processed through student.unsw.edu.au/special-consideration.

It is always worth submitting late assessment tasks when possible. Completion of the work, even late, may be taken into account in cases of special consideration.

Where there is no special consideration granted, the ‘deadline for absolute fail’ in the table above indicates the time after which a submitted assignment will not be marked, and will achieve a score of zero for the purpose of determining overall grade in the course.

Marking

Marking guidelines for assignment submissions will be provided at the same time as assignment details to assist with meeting assessable requirements. Submissions will be marked according to the marking guidelines provided.

Examinations

You must be available for all tests and examinations. Final examinations for each course are held during the University examination periods, which are June for Semester 1 and November for Semester 2.

Provisional Examination timetables are generally published on myUNSW in May for Semester 1 and September for Semester 2.

For further information on exams, please see the Exams section on the intranet.

Calculators

You will need to provide your own calculator, of a make and model approved by UNSW, for the examinations. The list of approved calculators is shown at student.unsw.edu.au/exam-approved-calculators-and-computers
It is your responsibility to ensure that your calculator is of an approved make and model, and to obtain an "Approved" sticker for it from the School Office or the Engineering Student Centre prior to the examination. Calculators not bearing an “Approved” sticker will not be allowed into the examination room.

**Special consideration and supplementary assessment**

For details of applying for special consideration and conditions for the award of supplementary assessment, see the School intranet, and the information on UNSW's Special Consideration page.

**7. Attendance**

You are required to attend a minimum of 80% of all classes, including lectures, labs and seminars. It is possible to fail the course if your total absences equal to more than 20% of the required attendance. Please see the School intranet and the UNSW attendance page for more information.

**8. Expected resources for students**

A subject manual will be made available on Moodle. This manual includes all the necessary lecture materials and the readings at the end of each unit. Since the manual is regularly updated, the previous version of the manual is not recommended.

**Suggested additional readings**

Relevant readings are provided at the end of each unit. However, further readings can be found in journals such as Harvard Business Review, Long Range Planning, Management Decision, Management Review, Journal of Management Studies, Californian Management Review, Sloan Management Review. These can be accessed via the UNSW Library https://www.library.unsw.edu.au/

UNSW Library website: https://www.library.unsw.edu.au/

**9. Course evaluation and development**

Feedback on the course is gathered periodically using various means, including the UNSW myExperience process, informal discussion in the final class for the course, and the School's Student/Staff meetings. Your feedback is taken seriously, and continual improvements are made to the course based, in part, on such feedback.
In this course, recent improvements resulting from student feedback include changing the assessments from exam-based to entirely project-based and group work, and providing more real-life case studies.

10. Academic honesty and plagiarism

UNSW has an ongoing commitment to fostering a culture of learning informed by academic integrity. All UNSW students have a responsibility to adhere to this principle of academic integrity. Plagiarism undermines academic integrity and is not tolerated at UNSW. *Plagiarism at UNSW is defined as using the words or ideas of others and passing them off as your own.*

Plagiarism is a type of intellectual theft. It can take many forms, from deliberate cheating to accidentally copying from a source without acknowledgement. UNSW has produced a website with a wealth of resources to support students to understand and avoid plagiarism: student.unsw.edu.au/plagiarism The Learning Centre assists students with understanding academic integrity and how not to plagiarise. They also hold workshops and can help students one-on-one.

You are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting and the proper referencing of sources in preparing all assessment tasks.

If plagiarism is found in your work when you are in first year, your lecturer will offer you assistance to improve your academic skills. They may ask you to look at some online resources, attend the Learning Centre, or sometimes resubmit your work with the problem fixed. However more serious instances in first year, such as stealing another student’s work or paying someone to do your work, may be investigated under the Student Misconduct Procedures.

Repeated plagiarism (even in first year), plagiarism after first year, or serious instances, may also be investigated under the Student Misconduct Procedures. The penalties under the procedures can include a reduction in marks, failing a course or for the most serious matters (like plagiarism in an honours thesis) even suspension from the university. The Student Misconduct Procedures are available here: www.gs.unsw.edu.au/policy/documents/studentmisconductprocedures.pdf

Further information on School policy and procedures in the event of plagiarism is available on the intranet.

11. Administrative matters and links

All students are expected to read and be familiar with School guidelines and polices, available on the intranet. In particular, students should be familiar with the following:
• Attendance, Participation and Class Etiquette
• UNSW Email Address
• Computing Facilities
• Assessment Matters (including guidelines for assignments, exams and special consideration)
• Academic Honesty and Plagiarism
• Student Equity and Disabilities Unit
• Health and Safety
• Student Support Services

Prof S. Kara
2 February 2018
# Appendix A: Engineers Australia (EA) Competencies

## Stage 1 Competencies for Professional Engineers

<table>
<thead>
<tr>
<th></th>
<th>Program Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PE1: Knowledge and Skill Base</strong></td>
<td>PE1.1 Comprehensive, theory-based understanding of underpinning fundamentals</td>
</tr>
<tr>
<td></td>
<td>PE1.2 Conceptual understanding of underpinning maths, analysis, statistics, computing</td>
</tr>
<tr>
<td></td>
<td>PE1.3 In-depth understanding of specialist bodies of knowledge</td>
</tr>
<tr>
<td></td>
<td>PE1.4 Discernment of knowledge development and research directions</td>
</tr>
<tr>
<td></td>
<td>PE1.5 Knowledge of engineering design practice</td>
</tr>
<tr>
<td></td>
<td>PE1.6 Understanding of scope, principles, norms, accountabilities of sustainable engineering practice</td>
</tr>
<tr>
<td><strong>PE2: Engineering Application Ability</strong></td>
<td>PE2.1 Application of established engineering methods to complex problem solving</td>
</tr>
<tr>
<td></td>
<td>PE2.2 Fluent application of engineering techniques, tools and resources</td>
</tr>
<tr>
<td></td>
<td>PE2.3 Application of systematic engineering synthesis and design processes</td>
</tr>
<tr>
<td></td>
<td>PE2.4 Application of systematic approaches to the conduct and management of engineering projects</td>
</tr>
<tr>
<td><strong>PE3: Professional and Personal Attributes</strong></td>
<td>PE3.1 Ethical conduct and professional accountability</td>
</tr>
<tr>
<td></td>
<td>PE3.2 Effective oral and written communication (professional and lay domains)</td>
</tr>
<tr>
<td></td>
<td>PE3.3 Creative, innovative and pro-active demeanour</td>
</tr>
<tr>
<td></td>
<td>PE3.4 Professional use and management of information</td>
</tr>
<tr>
<td></td>
<td>PE3.5 Orderly management of self, and professional conduct</td>
</tr>
<tr>
<td></td>
<td>PE3.6 Effective team membership and team leadership</td>
</tr>
</tbody>
</table>