



UNSW
AUSTRALIA

Course outline

Semester 1 2017

Never Stand Still

Engineering

Mechanical and Manufacturing Engineering

MANF6860

STRATEGIC MANUFACTURING MANAGEMENT

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1. Staff contact details

Contact details and consultation times for course convenor

Name: Prof Sami Kara (Course convenor)
Office Location: 301A, Ainsworth Building
Tel: (02) 9385 5757
Email: S.Kara@unsw.edu.au

Name: Dr Bernard Kornfeld
Office Location: Industry Lecturer
Email: bernard.kornfeld@icloud.com

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

Contact details and consultation times for additional lecturers/demonstrators/lab staff

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

Contact preferred via email; consultation by appointment only.

2. 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.

There will be parallel teaching of MANF4450 – Strategic Manufacturing Management. The assessment scheme for these classes will be different based on the learning outcomes of the individual courses.

Contact hours

	Day	Time	Location
Lectures	Monday	6:00pm – 8:00pm	New South Global Theatre (K-G14-127)
Demonstrations	Monday	8pm – 9pm	New South Global Theatre (K-G14-127)

Summary 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

Aims of the course

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:

Learning Outcome		EA Stage 1 Competencies
1.	Understand the nature of manufacturing strategy and its relation to corporate strategy	PE1.3, PE1.5, PE2.3, PE3.6
2.	Develop a systematic plan for strategy implementation	PE1.3, PE1.5, PE2.3, PE3.6
3.	Understand the different types of globalised manufacturing and their implications	PE1.3, PE1.5, PE2.3, PE3.6
4.	Appreciate the importance of linking performance monitoring to manufacturing strategy	PE1.3, PE1.5, PE2.3, PE3.6

3. 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 and followed by 1-1.5 hrs lecture.

4. Course schedule

Date	Topic	Location	Lecture Content	Demonstration/Lab Content	Suggested Readings
27/2/17	Unit 1	New South Global Theatre (K-G14-127)	The Nature and Role of Manufacturing Strategy	None	Unit 1 lecture notes and reading material on Moodle
6/3/17	Unit 2	New South Global Theatre (K-G14-127)	Porter's Model and the Value Chain	Review of previous lecture and exercises	Unit 2 lecture notes and reading material on Moodle
13/3/17	Unit 3	New South Global Theatre (K-G14-127)	Competitive Positioning	Review of previous lecture and exercises	Unit 3 lecture notes and reading material on Moodle
20/3/17	Unit 4	New South Global Theatre (K-G14-127)	Cost Accounting & Capital Investment Valuation	Review of previous lecture and exercises	Unit 4 lecture notes and reading material on Moodle
27/3/17	Unit 5	New South Global Theatre (K-G14-127)	Product Technology and Process Choice	Review of previous lecture and exercises	Unit 5 lecture notes and reading material on Moodle
3/4/17	Unit 6	New South Global Theatre (K-G14-127)	Process Positioning and Core Competencies	Review of previous lecture and exercises	Unit 6 lecture notes and reading material on Moodle

10/4/17	Unit 7	New South Global Theatre (K-G14-127)	Capacity Strategies	Review of previous lecture and exercises	Unit 7 lecture notes and reading material on Moodle
17/4/17	Mid-Session Break				
24/4/17	Unit 8	New South Global Theatre (K-G14-127)	Focused Manufacturing	Review of previous lecture and exercises	Unit 8 lecture notes and reading material on Moodle
1/5/17	Unit 9	New South Global Theatre (K-G14-127)	Experience Curve, Efficiency and Productivity	Review of previous lecture and exercises	Unit 9 lecture notes and reading material on Moodle
8/5/17	Unit 10	New South Global Theatre (K-G14-127)	Global Manufacturing and the Extended Enterprise	Review of previous lecture and exercises	Unit 10 lecture notes and reading material on Moodle
15/5/17	Unit 11	New South Global Theatre (K-G14-127)	Linking Performance to Manufacturing Strategy 1	Review of previous lecture and exercises	Unit 11 and lecture notes and reading material on Moodle
22/5/17	Unit 12	New South Global Theatre (K-G14-127)	Linking Performance to Manufacturing Strategy 2	Review of previous lecture and exercises	Unit 12 lecture notes and reading material on Moodle
29/5/17	Unit 13	New South Global Theatre (K-G14-127)	Strategy Formulation and Implementation	Integrated Case Study Presentations	Unit 13 lecture notes and reading material on Moodle

5. Assessment

Assessment overview

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

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. Where an assessment task is worth less than 20% of the total course mark and you have a compelling reason for being unable

to submit your work on time, you must seek approval for an extension from the course convenor **before the due date**. Special consideration for assessment tasks of 20% or greater 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](#).

6. 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/>

7. 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.

8. 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](#).

9. Administrative matters

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
Dr B. Kornfeld
27/01/2017*

Appendix A: Engineers Australia (EA) Competencies

Stage 1 Competencies for Professional Engineers

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