

**FACULTY OF BUSINESS AND LAW**

**aCADEMIC YEAR 2022/23**

**Coursework Assessment Brief**

**Module Code:** **UMMDNX-15-2**

**Module Title: Operations and supply management**

**Submission Deadline: 17.01.2023**

**Assessment Component: A**

**Assessment Weighting: 100 per cent of total module mark**

**Marking and feedback deadline – (20 working days after the end of 5-day late submission window):** *17.02.2023*

N.B. all times are 24-hour clock, current local time (at time of submission) in the UK

# Assessment Instructions

*Individually written case study analysis report (2500 words)*

## Task:

To complete this module students must submit an Individually Written Assignment (2500 words excluding the list of references) (weight = 100%).

This assignment will consist of a case study-based analysis report.

For the purpose of this assignment, assume that you have been hired as an operations and supply chain management consultant for one of the main vaccine manufacturers.

Your task is to write a report for the industry/company highlighting the main problems they faced and to make recommendations for the improvement of their operations and supply chain management.

* *Question 1: What were the capacity management strategies adopted in vaccine manufacturing and why? Critically evaluate their capacity management approaches, highlighting the main problems, advantages, and disadvantages of the selected approach.*
* *Question 2: How was inventory management affected at different levels of the supply chain? Please link to your previous answer.*
* *Question 3: What are your recommendations for improvement based on your analysis of the main problems they faced?*

You can use the table provided in [Appendix A](#_Appendix_A) to conduct an audit of company problems thinking about every topic addressed in our classes/tutorials. We will be doing this on a weekly basis in classes and tutorials to help you with your final submission. **Appendix A does not need to be submitted with the assignment.**

To pass this assessment, the written assignment must include an analysis and discussion based on the Operations & Supply Management module concepts. Topics from other modules will not be accepted even if they would be appropriate.

Excellent case reports will exhibit excellent flow and argument supported by relevant references; thus, they will answer the questions clearly and provide the expected content (definition of concepts, explanation, and their application to the case study using adequate and relevant examples) with in-depth critical analysis. Moreover, clear recommendations will be made with detailed explanations (what, why, how) and links to other concepts from the OSM module.

## Required content:

Markers would expect to see: the definition of concepts, explanation, and their application to the case study using adequate and relevant examples. Discussion should include critical analysis.

## Template for your submission

Your submission should include:

* **Font size: 14** Arial or TNR (to make it easier to read and mark)
* Cover: should include student number and **word count**
* Do not include introduction/company background
* List of references at the end - Note: The word count does not include the final list of references but it includes everything else.

Recommended structure:

* Overview of theory (with identification of main problem areas and focus on 2 main module topic areas) (1000 words)
* Case study analysis (with identification and explanation of main problems using examples from the case) (1000 words)
* Recommendations for improvement (what can they do to resolve the main problems you have identified – link to different topics from this module; explain what, how, and why it should be done) (500 words)

**OR**

Question 1 answer

With theory explanation and case analysis together (1000 words)

Question 2 answer

With theory explanation and case analysis together (1000 words)

Question 3 answer – recommendations (500 words)

## Examples of key reference sources you can use:

Note: At least one textbook must be used to support the assignment. Avoid using website references such as Investopedia, Wikipedia, etc., or relying solely on the information on the lecture slides.

*Examples of Textbooks:*

* Barnes, D. (2018) *Operations management: an international perspective*. London: Palgrave.
* Bozarth, C. and Handfield, R. (2013, 2016, 2019) *Introduction to Operations and Supply Chain Management*. Harlow: Pearson.
* Heizer, J., Render, B. & Munson, C. (2017) Operations management: sustainability and supply chain management [online]. 12th Global edn. Boston: Pearson.
* Slack, N. and Brandon-Jones, A. (2019) *Operations management*. 9th ed. Harlow: Pearson.
* Venkataraman, R.R. (2019) *Operations Management: Managing Global Supply Chains*. 2nd ed. Thousand Oaks: SAGE Publications.

*Examples of Academic Journals in this field:*

* Journal of Operations Management,
* European Journal of Operational Research,
* International Journal of Operations & Production Management,
* Journal of Supply Chain Management
* Production & Operations Management.
* International Journal of Production Economics,
* Journal of Business Logistics,
* Journal of Purchasing & Supply Management,
* Manufacturing & Service Operations Management,
* Supply Chain Management: An International Journal,
* International Journal of Physical Distribution & Logistics Management,
* International Journal of Logistics Management

A full list of academic journals in this field can be found here:

[Academic Journal Guide 2021 - Chartered Association of Business Schools](https://blackboard.uwe.ac.uk/bbcswebdav/pid-8535923-dt-content-rid-26274932_2/xid-26274932_2)

# Marking Criteria

Please see a detailed marking rubric in [Appendix B](#_Appendix_B).

Here’s a summary of the criteria that will be used in evaluating this assessment and respective learning outcomes:

| **Module Learning Outcomes:** | **Marking criteria:** |
| --- | --- |
| 1. understand the key concepts and practices of operations and supply management | **KNOWLEDGE & UNDERSTANDING of the topic (15%):** Provides definitions and explains concepts in own words. |
| 2. evaluate current approaches to managing and improving processes within organisations and across supply networks | **EVALUATION (20%):** Analyses the case study, evaluating the information provided (discussion goes beyond descriptive analysis or a mere copy of case study statements)  **DEMONSTRATION OF RESEARCH (10%):** Use of appropriate references to support the arguments. |
| 3. present analytical findings clearly | **COMMUNICATION AND PRESENTATION (10%):** Effectively engages in debate in a professional manner and produces detailed and coherent reports.  **REFERENCING STYLE (5%):** Referencing according to Harvard style; In-text referencing; Full list of references |
| 4. analyse organisational practices using operations concepts | **APPLICATION (20%):** Applies the module topics to the case study and uses relevant examples from the case study. |
| 5. apply key operations concepts to solve relevant problems in organisations and supply networks | **RECOMMENDATIONS (20%):** Provides recommendations for the company based on the application and linking to other module topics (in addition to the main topics discussed). |

# Formative feedback and support during the module

Formative feedback provides opportunities to reflect on your ongoing work and preparation for your assignment. Complete this section to highlight formative feedback opportunities specific to this assignment and embedded in this module.

**Further information about this assessment is available on the Blackboard site for this module and includes:**

FAQs, guidance documents and videos, module handbook, and reading list sections.

# Formatting

Please use the following file format(s) (Word, .pdf etc.). We cannot ensure that other formats are compatible with markers’ software and cannot guarantee to mark incorrect formats.

All work should be word processed in **14-point font Times New Roman or Arial and single spaced.**

The first page of your coursework must include:

* Your student number
* The module name and number
* Your word count

# Word Limit

The maximum word limit for this coursework is 2500 words (excluding the final list of references)

* There is no +/- 10% on word count and anything after the maximum word count will not be marked, in line with updated [UWE Bristol’s Assessment Content (Word Count) Limit Policy](https://www.uwe.ac.uk/about/structure-and-governance/policies)
* This word count includes everything in the main body of the text (including headings, tables, citations, quotes, lists, etc.).
* The references, bibliography and footnotes (provided footnotes only include references) are **NOT** included in this word count.

# Referencing and Assessment Offences

Please ensure you reference all sources used when developing your assessment, using the [UWE Harvard](https://www.uwe.ac.uk/study/study-support/study-skills/referencing/uwe-bristol-harvard) system. Failure to properly reference your work to original source material can be grounds for the assessment offence of plagiarism and may result in failure of the assessment or more serious implications. Further guidance on correct referencing is available on [UWE’s Study Skills referencing pages](https://www.uwe.ac.uk/study/study-support/study-skills/referencing).

[UWE’s Assessment Offences Policy](https://www.uwe.ac.uk/study/academic-information/assessments/assessment-offences) outlines potential offences and it is your responsibility to understand this policy and avoid potential offences. Details of what constitutes plagiarism and how to avoid it can be found on UWE’s Study Skills [pages about avoiding plagiarism](https://www.uwe.ac.uk/study/study-support/study-skills/reading-and-writing/plagiarism).

Text-matching software (e.g. SafeAssign) is used to check every submission against other submissions made at the same time, previous submissions to UWE and other universities, and internet sources. We may also manually search for matches. **When submitting your work, you will be required to confirm that the work is your own**.

It is an assessment offence to:

* copy work from any source, including your own previous assessments, and present it as your own work for this assessment, or to provide your own work to others
* to work with others on the assessment in any way, or for anyone to make amends on your work (including proof-readers, who may highlight issues but not edit the work)
* change individual words but keep, essentially, the same sentences and/or structures from other sources: this will be detected by text-matching software. Please write in your own words and style to convey your own learning.

# Instructions for submission

You must submit your assignment *before* the stated deadline by electronic submission through Blackboard. Notification that the electronic submission portal is open for your assignment is displayed (usually two weeks before the submission date) in the Coursework tab in myUWE, the Coursework tab in Blackboard and via an announcement in the Blackboard course.

Please allow sufficient time to upload your assignment, as the system becomes busier and slower as the deadline approaches. Only your final upload will be counted. Ensure all your information is submitted at one attempt to avoid overwriting your intended submission. Always check and retain your receipts.

For full guidance on online submission through Blackboard, see [UWE’s Academic Advice pages on Assignments](http://info.uwe.ac.uk/online/Blackboard/students/guides/assignments/default.asp).

Submissions of coursework by any other method (including a paper copy, on disk or by email) are **NOT** permissible for this module unless specifically agreed in advance of the submission date.

# Before submitting your work, please ensure that:

* You have proof-read you work thoroughly to ensure your work is presented appropriately
* You have addressed all the required elements of the assessment
* You have referenced in accordance with the guidance provided
* You have addressed each of the marking criterion
* The submission is in the correct format
* This assessment has a five day late submission window in which students can submit their work without penalty. While students are expected to plan their work so that they are not impacted by minor illness or delay, if you are experiencing difficulties which will affect your ability to submit your work by the published deadline the University allows a five late submission window in which students can submit their work without penalty for this type of assessment. Please note that the submission deadline at the conclusion of the five day late submission window is absolute and based on UWE server time, therefore you are strongly advised to submit work well ahead of the deadline dates to avoid your work not being accepted for marking. For full information please see; [Assessment support options - Academic information | UWE Bristol](https://www.uwe.ac.uk/study/academic-information/personal-circumstances)

# Final feedback and marks release

Students will normally receive marks and feedback on their submission within 20 *working* days of the submission deadline (not including public holidays or university closure days). Any delay in returning students’ work will be communicated by the module leader via Blackboard.

Feedback on this module is not limited to the written comments you will receive on individual written assessment submissions. Formative feedback is provided throughout lectures and seminars trough the practice of the application of the module theory.

**Feedback and marks for this module will be** available by the date specified at the top of this document.For further guidance on feedback, please refer to the module handbook.

# Further guidance and support

There are a number of sources of support to improve your study skills, including:

* The [UWE Library Study Skills pages](https://www.uwe.ac.uk/study/study-support/study-skills) – for online support and bookable workshops
* The Faculty of Business and Law’s [Academic Success Centre](https://www.uwe.ac.uk/study/study-support/faculty-study-support) for bookable workshops
* [Guidance on using UWE’s Library.](https://www.uwe.ac.uk/study/library/using-the-library)

Specific study skills pages relating to *this* module include:

* [How to plan and structure your writing](https://academicskills.uwe.ac.uk/general/workbooks/how-to-plan-and-structure-your-writing)
* [Writing skills](https://www.uwe.ac.uk/study/study-support/study-skills/reading-and-writing)
* [Research skills / techniques](https://www.uwe.ac.uk/study/study-support/study-skills/research-skills)
* [Report writing](http://academicskills.uwe.ac.uk/general/workbooks/report-writing/)
* [How to write critically](https://academicskills.uwe.ac.uk/general/workbooks/how-to-write-critically)
* [English language support](https://www.uwe.ac.uk/study/study-support/english-language)

For further guidance on UWE assessment regulations and terminology see [UWE’s Academic Advice pages](https://www.uwe.ac.uk/study/academic-information/assessments).

# Personal Circumstances

If you are experiencing difficulties in completing a piece of assessment on time due to unexpected circumstances (for example illness, accident, bereavement), seek advice from a Student Support Adviser at the earliest opportunity. Appointments can be made via an Information Point or online [via the Student Support Pages](https://www.uwe.ac.uk/study/study-support/student-support-advisers).

Student Support Advisers can advise as to whether you should submit an application for ‘Personal Circumstances (PCs)’, how to do so and what evidence is required to support the application. Further details on PCs can be found on the [Student Support Pages](https://www.uwe.ac.uk/study/academic-information/personal-circumstances).

The module leader **cannot** grant personal circumstances or extensions.

# Appendix A – for note-taking assistance

In OSCM all areas are interrelated.

We will learn them as separate topics on a weekly basis, but they are all interrelated.

Therefore, to make it easier to identify the main problems you want to focus on in your assignment, you can use the table below to conduct a weekly audit of company problems thinking about every topic addressed in our weekly classes/tutorials.

|  |  |
| --- | --- |
| Lectures/tutorials: | Problems identified (and respective evidence from the case study) |
| Introduction to Operations and Supply Chain Management (OSCM)   * Transformation model * Supply chain |  |
| Operations and Supply Chain Strategies |  |
| Capacity & Demand Management |  |
| Inventory Management & location decisions |  |
| Supply chain relationships |  |
| Process Choice and Layout Decisions in Manufacturing and Services |  |
| Operations improvement & risk management |  |
| Operations improvement (1): Quality Management |  |
| Operations improvement (2): JIT / Lean Production |  |
| Technology: selection & trends |  |
| Sustainability in OSCM |  |

# Appendix B

| **Marking criteria**  **(Total mark: 100%)** | **Excellent** | **Good** | **Satisfactory** | **Needs improvement** | **Fail** |
| --- | --- | --- | --- | --- | --- |
| **KNOWLEDGE & UNDERSTANDING of the topic**  Provides academic definitions and explains concepts in own words.  (15%) | Excellent understanding of topic, significant relevant material included.  Excellent definition and explanation of concepts.  (15) | Good understanding of topic, relevant material included.  Good definition and explanation of concepts.  (10) | Satisfactory understanding of topic, mostly relevant material included.  Satisfactory definition and explanation of concepts.  (8) | Acceptable understanding of topic, mostly relevant material included.  Acceptable definition but the explanation might not always be clear.  (5) | Poor understanding of topic, significant irrelevant material included.  Unclear definition, no sources used and limited to no explanation of concepts.  (0) |
| **APPLICATION**  **(application of concepts to the case)**  Applies the module topics to the case study and uses relevant examples from the case study.  (20%) | Shows **detailed application of module topics relevant to the case study.**  **All relevant concepts (on that topic) are covered and applied and examples are relevant** to the area of study.  Always uses extremely **detailed and relevant examples from the case study** to support argument.  (20) | Shows good application of module topics relevant to the case study.  Most relevant concepts (on that topic) are covered and applied and examples are relevant to the area of study.  Mostly uses relevant examples from the case study to support each argument.  (15) | Shows general application of the module topics relevant to the case study.  Understands most concepts which are related to study. Satisfactory application of concepts with minor misunderstandings.  Sometimes uses relevant examples; some examples provided out of context of argument.  (10) | Shows limited application of module topics relevant to the case study.  Understands concepts but application is incomplete or inappropriate.  Not many relevant examples used to support arguments made.  (5) | Very limited use of concepts and theories. Application is not given or considered.  No use of examples to support argument.  (0) |
| **EVALUATION**  Analyses the case study, evaluating the information provided (discussion goes beyond descriptive analysis or a mere copy of case study statements)  (20%) | Well integrated problem identification with **in-depth original and critical analysis**[[1]](#footnote-2).  **In-depth and critical evaluation** of material. Draws **detailed conclusions relevant** to study.  (20) | Largely integrated problem identification with a good level of original and critical analysis.  Critical evaluation of most data. Most conclusions relevant to study.  (15) | Mostly integrated problem identification with some original and critical analysis.  Evaluates using a selection of techniques to judge information. Some conclusions are not drawn from the information.  (10) | Predominately descriptive, without originality or critical analysis.  Unable to make judgements about relevance and significance of information.  (5) | Wholly descriptive.  Unable to judge the value of information.  (0) |
| **RECOMMENDATIONS for improvement**  Provides recommendations for the company’s operations based on the application and linking to other topics from the module (in addition to the main chosen topic).  (20%) | Excellent **operational recommendations** for the organisation have been made. These have been **based on and linked back to the analysis** of the case.  **Additional topics from the OSCM module are used** in the recommendations.  (20) | Good operational recommendations for the organisation have been made. Generally based on and linked back to the analysis of the case. Additional topics from the module are used in the recommendations.  (15) | Reasonable operational recommendations for the organisation have been made. Might not always be directly based on or linked back to the analysis of the case. General reference to other topics from the module in the recommendations.  (10) | Little to no operational recommendations for the organisation have been made. Not directly based on or unclear how it is linked back to the analysis of the case.  Limited to no reference to other relevant topics from the module.  (5) | No operational recommendations for the organisation have been made and/or no link to the analysis of the case. No consideration of other topics from the module.  (0) |
| **COMMUNICATION AND PRESENTATION**  Can engage effectively in debate in a professional manner and produce **detailed and coherent** reports.  (10%) | Always communicates effectively and excellently in an appropriate format/ language in a clear and concise manner. Excellent logical flow.  (10) | Always communicates effectively in an appropriate format/language in a clear and concise manner. Good logical flow. The message is clear.  (8) | Communicates effectively in an appropriate format/language. Usually presents information in a clear and concise manner. Satisfactory logical flow.  (6) | Meaning is clear and format conforms to basic requirements. Limited use of language and message is not always clear. (4) | Does not communicate effectively and meaning is unclear. Does not use appropriate format/ language. Unclear message.  (0) |
| **DEMONSTRATION OF RESEARCH**  Use of appropriate references to support the arguments.  (10%) | Demonstration of **extensive research** (more than 15) to support the argument, including an excellent **range/variety of academic references** (books, journal articles, industry reports, etc) and other **reliable sources relevant to the discussion.**  (10) | Demonstration of thorough research to support the argument, including some academic references and other reliable sources.  More than one textbook used to support the assignment and at least 5 academic sources  (8) | Demonstration of appropriate level of research that supports some of the arguments, but not always clear how. Includes some **academic references but they might not always be relevant** to the argument.  **At least one textbook** must be used to support the assignment and at least 3 academic sources  (6) | Little evidence of research. Minimal use of academic references and other reliable sources to support the argument.  (Only the recommended textbook is used or lecture slides)  (4) | Limited to no evidence of research into the topic. Limited to no use of academic references and other reliable sources.  (0) |
| **REFERENCING STYLE**  Referencing according to Harvard style  In-text referencing  Full list of references  (5%) | Referencing always according to Harvard style. Accurate in-text referencing and consistent full list of references  (5) | Referencing mostly according to Harvard style. Accurate in-text referencing and consistent full list of references with minor inconsistencies.  (4) | Referencing mostly according to Harvard style. Mostly accurate in-text referencing and mostly consistent full list of references with some mistakes.  (3) | Referencing frequently does not comply to Harvard style. Persistent mistakes with in-text referencing and full list of references.  (2) | Referencing frequently does not comply to Harvard style. Incomplete or inexistent references.  (0) |

1. Thinking and writing critically involves asking the question: "What do I think about this - and why?" Being ‘critical’ does not necessarily mean you should focus only on flaws or simply be negative about someone's position or evidence. Instead, it involves thinking analytically in order to explain how much you agree or disagree with something: it involves assessing the accuracy, usefulness, and validity of what you read, hear or see. (This means for example that when you use a reference you need to first explain their idea and then your position, not just put a reference at the end of a sentence.) [↑](#footnote-ref-2)