



Mechanical and Manufacturing Engineering

# Course Outline

Term 1 2020

**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 lecturers/demonstrators/lab staff .....	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
Special consideration and supplementary assessment .....	7
7. Expected resources for students .....	8
8. Course evaluation and development .....	8
9. Academic honesty and plagiarism .....	8
10. Administrative matters and links .....	9
Appendix A: Engineers Australia (EA) Competencies .....	10

# 1. Staff contact details

## Contact details and consultation times for course convenor

### **Course Convenor:**

Name: Prof Sami Kara

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Moodle: <https://moodle.telt.unsw.edu.au/login/index.php>

### **Lecturer:**

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

Name: Sepideh Moshrefi

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Please see the course [Moodle](#).

# 2. Important links

- [Moodle](#)
- [Lab Access](#)
- [Health and Safety](#)
- [Computing Facilities](#)
- [Student Resources](#)
- [Course Outlines](#)
- [Engineering Student Support Services Centre](#)
- [Makerspace](#)
- [UNSW Timetable](#)
- [UNSW Handbook](#)
- [UNSW Mechanical and Manufacturing Engineering](#)

# 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 normal workload expectations of a student are approximately 25 hours per term for each UOC, including class contact hours, other learning activities, preparation and time spent on all assessable work. 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

	Day	Time	Location
<b>Lectures</b>	Wednesday	6pm - 8pm	Chemical Sc M18
<b>Demonstrations</b>	Wednesday	8pm – 9pm	Chemical Sc M18

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:

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

Learning Outcome		EA Stage 1 Competencies
4.	Appreciate the importance of linking performance monitoring to manufacturing strategy	PE1.3, PE1.5, PE2.3, PE3.6

## 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. **Before each week's lecture, there will be key readings uploaded on Moodle. It is critical that students MUST read these before they come to classroom**

## 5. Course schedule

Week	Topic	Location	Suggested Readings	Week
1	The Nature and Role of Manufacturing Strategy	None	Chemical Sc M18	Unit 1 lecture notes and reading material on Moodle
2	Porter's Model and the Value Chain	Review of previous lecture and exercises	Chemical Sc M18	Unit 2 lecture notes and reading material on Moodle
3	Competitive Positioning	Review of previous lecture and exercises	Chemical Sc M18	Unit 3 lecture notes and reading material on Moodle
4	Product Technology and Process Choice	Review of previous lecture and exercises	Chemical Sc M18	Unit 4 lecture notes and reading material on Moodle
5	Process Positioning and Core Competencies	Review of previous lecture and exercises	Chemical Sc M18	Unit 5 lecture notes and reading material on Moodle
6	Capacity Strategies	Review of previous lecture and exercises	Chemical Sc M18	Unit 6 lecture notes and reading material on Moodle
7	Focused Manufacturing	Review of previous lecture and exercises	Chemical Sc M18	Unit 7 lecture notes and reading material on Moodle

<b>Week</b>	<b>Topic</b>	<b>Location</b>	<b>Suggested Readings</b>	<b>Week</b>
8	Experience Curve, Efficiency and Productivity	Review of previous lecture and exercises	Chemical Sc M18	Unit 8 lecture notes and reading material on Moodle
9	Global Manufacturing and the Extended Enterprise	Review of previous lecture and exercises	Chemical Sc M18	Unit 9 lecture notes and reading material on Moodle
10	Strategy Formulation, Implementation, and Linking Performance to Manufacturing Strategy	Review of previous lecture and exercises	Chemical Sc M18	Unit 10 lecture notes and reading material on Moodle

## 6. Assessment

### Assessment overview

Assessment	Group Project? (# Students per group)	Length	Weight	Learning outcomes assessed	Assessment criteria	Due date and submission requirements	Deadline for absolute fail	Marks returned
Assignment 1	No	Max 3000 words	30%	1 and 2	Lecture materials from week 1-3	Will be released on the 26 <sup>th</sup> February and submission on the 11 <sup>th</sup> March via Moodle	14 <sup>th</sup> March	Midnight 25 <sup>th</sup> March
Assignment 2	No	Max 4000 words	30%	1 and 2	Lecture material from weeks 4-6	Will be released on the 11 <sup>th</sup> March and submission on the 25 <sup>th</sup> March via Moodle	28 <sup>th</sup> March	Midnight 8 <sup>th</sup> April
Integrated Case Study Final Report	No	Max 6000 words	40%	1, 2, 3 and 4	All course content from weeks 1-10 inclusive.	Will be released on the 8 <sup>th</sup> April and submission on the 6 <sup>th</sup> May via Moodle	9 <sup>th</sup> May	Midnight, 20 <sup>th</sup> May

## Assignments

The assessment tasks will be provided during class on the dates described in the **Error! Reference source not found.** table. The assessment tasks and their details will be provided on Moodle at <https://moodle.telt.unsw.edu.au/login/index.php>

### *Presentation*

All non-electronic 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*

Work submitted late without an approved extension by the course coordinator or delegated authority is subject to a late penalty of 20 percent (20%) of the maximum mark possible for that assessment item, per calendar day.

The late penalty is applied per calendar day (including weekends and public holidays) that the assessment is overdue. There is no pro-rata of the late penalty for submissions made part way through a day.

Work submitted after the 'deadline for absolute fail' is not accepted and a mark of zero will be awarded for that assessment item.

For some assessment items, a late penalty may not be appropriate. These are clearly indicated in the course outline, and such assessments receive a mark of zero if not completed by the specified date. Examples include:

- a. Weekly online tests or laboratory work worth a small proportion of the subject mark,  
or
- b. Online quizzes where answers are released to students on completion, or
- c. Professional assessment tasks, where the intention is to create an authentic assessment that has an absolute submission date, or
- d. Pass/Fail assessment tasks.

### *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.

## Special consideration and supplementary assessment

If you have experienced an illness or misadventure beyond your control that will interfere



with your assessment performance, you are eligible to apply for Special Consideration prior to submitting an assessment or sitting an exam.

**Please note** that UNSW now has a [Fit to Sit / Submit rule](#), which means that if you sit an exam or submit a piece of assessment, you are declaring yourself fit enough to do so and cannot later apply for Special Consideration.

For details of applying for Special Consideration and conditions for the award of supplementary assessment, please see the information on UNSW's [Special Consideration page](#).

## 7. Expected resources for students

Relevant readings are provided at the end of each unit on Moodle. 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/>

Moodle: <https://moodle.telt.unsw.edu.au/login/index.php>

## 8. 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 using Engineering Lecture Recording & Streaming (LRS) Service to provide better lecture recording, using microphone and introducing more content.

## 9. 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, visit: [student.unsw.edu.au/plagiarism](http://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](http://www.gs.unsw.edu.au/policy/documents/studentmisconductprocedures.pdf)

## 10. Administrative matters and links

All students are expected to read and be familiar with UNSW guidelines and policies. In particular, students should be familiar with the following:

- [Attendance](#)
- [UNSW Email Address](#)
- [Special Consideration](#)
- [Exams](#)
- [Approved Calculators](#)
- [Academic Honesty and Plagiarism](#)
- [Equitable Learning Services](#)

# Appendix A: Engineers Australia (EA) Competencies

## Stage 1 Competencies for Professional Engineers

	<b>Program Intended Learning Outcomes</b>
<b>PE1: Knowledge and Skill Base</b>	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
<b>PE2: Engineering Application Ability</b>	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
<b>PE3: Professional and Personal Attributes</b>	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