Final examination portfolio of evidence: The final examination PoE is a strategic application of the theory in their organization.

Operations Management: Format for MBA operations management portfolio

Your final examination is replaced by a portfolio of evidence of the learning that took place. This portfolio will be in the form of a management report to the management of the organisation.

Introduction: *The essence of the portfolio is not only to compile your weekly submissions into one single document, but to use the information acquired through the semester to propose a* ***strategic operations management plan*** *to the organisation that you have analysed through the semester. Note: you are not required to suggest a new company strategy (Vision, Mission, etc.) for the company, but a "way forward" for operations in the company. It could have an influence on the overall company strategy, though. Be aware that the Covid-19 pandemic has changed the playing field drastically and that you might suggest sensible changes to the operations management of the organisation for the post-Covid era.*

Performance levels:

Pass/fail criteria: A student will fail the "examination" if his/her portfolio

- *is simply a compilation of the seven weekly submissions; or*
- *does not address the strategic direction in which operations in the organisation is going.*

A student will pass the portfolio if he/she can prove to the examiner that he/she

- *understands the theoretical background;*
- *has a practical grasp on the concepts covered in the syllabus;*
- *has critically analysed the company's present operations;*
- *can present the information in a way that can shed light on the strategic direction that the company should go in terms of their operations;*

In summary, if a student can compile a strategic operations management plan that critiques the present management of operations in the company and suggests changes and/or opportunities for optimisation, he/she should pass. Note: If the present strategy that you have analysed is good in your opinion, you should defend it based on Operations Management theory. It is not required that you understand the strategic process in the organisation… this is covered in your final year. What is required is that you understand where operations fit into the strategy (we have covered that in Contact 0 during the study school) and the changes that could be made on a functional level to the present strategy to improve operations.

Distinction criterion: A student will receive a distinction for the portfolio if he/she can convince the examiner that he/she has a thorough level of strategic insight to such an extent that he/she can present the operations strategy to a company's board of directors and blow their minds!

Moderators' input:

The portfolio is externally moderated just like an examination paper would be moderated.

Supplementary examination:

Final marks will be on eFundi seven working days after the final submission date as stated in the study guide. The same fail/pass/sub-minimum criteria that apply to examinations, also apply for the *portfolio. Students failing the portfolio may qualify for a supplementary resubmission (second opportunity examination) on the date supplied in the study guide, provided they achieve the necessary subminimum required for a supplementary examination. The normal examination commission rules apply. The second opportunity is a supplementary examination, not an alternative examination as applies to undergraduate students. The maximum that a student can achieve for the second opportunity is 50% for the module. Late submissions will be considered as a second-opportunity submission.*

Technical requirements

The length of the portfolio body is set out below. Executive summary, table of contents and attachments are not included in this limitation. In terms of structure it is required that you include the following:

- *An executive summary;*
- *A table of contents;*
- *An introduction, describing (especially to the moderators) the nature of the company/department/business/office/plant that you are discussing (one page maximum).*
- *Strategy: You should briefly describe the stated strategic goals/direction in which the company is going at present, as provided by the executive management of the company/department (one page maximum).* ***Note the paragraph in bold given below.***
- *You should also include an analysis of whether the present operations (all the elements that we have covered in class) would let the company reach this strategic goal (maximum 5 pages) and, based on this analysis and the theory, propose changes (maximum 5 pages) that will take the company towards this strategic goal. Note that not all topics are equally important to any organisation. You do not need to cover all themes in detail, but you must at least have considered all topics.* ***With the 2020 coronavirus crisis, new challenges have emerged. Should you want to focus on a strategy to address these challenges, you are welcome to do that. that case, you must discuss your organisation's strategy for (during and after) the crisis in the section where you discuss the strategy. The marking rubric will apply unchanged. This is to accommodate those students whose focus at work have dramatically changed during the crisis.***
- *A conclusion at the end.*
- *A testimonial/declaration from the organisation that you have shared the report with them. Should there be any photos that you would like to include (evidence of changes actually made and their effects), they can be included below, but make sure that you have permission to share the photos.*
- *References and acknowledgements.*
- *All seven your submissions for the contact sessions must be included as attachments.*
- *If you use external sources, including your textbook, use proper referencing using the Harvard method.*
- *Conclude your portfolio with a one-page reflection of how you have experienced the subject, the presentation and the assessment. This is not being marked, but is my feedback to continuously improve the course. Suggestions for improvement are welcomed.*

NOTE: This portfolio will be marked very strictly, as it is benchmarked against the level of the examination papers for other subjects. Ten per cent of the portfolios will be moderated and all portfolios will be locked up in a storeroom for at least three years. The level of confidentiality that your employer requires is therefore guaranteed, both by the lecturer and the moderators.

Font: Arial 12 pt. Page size: A4. Margins 2.5.

Final completion date: 14 June 2020 at 23:55. I need only a copy on eFundi (in pdf format). If you fail to submit on eFundi before the cut-off time on 14 June, it will count as a second opportunity examination and you can earn a maximum of 50%. NO LATE SUBMISSIONS WILL BE ACCEPTED! Do not blame Eskom or the NWU network for late submissions: You have ample time to submit before d-date!

For the portfolio, marks will be given for the following:

- *Mastering of the theory;*
- *Insight;*
- *The ability to apply the theory strategically;*
- *Technical quality; and*
- *An impression mark about the value of the portfolio to the organisation.*

Criteria for marking individual final portfolio of evidence	
1	Content (50)
1.1	Did the candidate convince me that he/she has a thorough understanding of the theory?
1.2	Did the candidate convince me that he/she can practically apply the theory in an organisation?
1.3	Are the identified opportunities for improvement realistic within the constraints of an actual organisation?
2	Insight: Did the candidate convince me that he/she has genuine insight into the application of the theory and how operations management strategically fits into the rest of the organisation? (20)
3	Layout and technical aspects (10)
4	Marker's general impression (10)
5	Value added: Did the candidate convince me that he/she can add value to the company through the application of this knowledge? (10)

Informal assessment: Before Covid, the students had to submit a reflection sheet before they leave the classroom at the end of each contact session, answering "What is the most important thing you have learnt about these themes?" and "What is there about these themes that you still do not understand?". During online teaching this was dropped. However, as part of the final PoE they must give me a one-page reflection of their experience in the module during the whole semester.