

Chartered Banker

CHARTERED BANKER DIPLOMA 2016 MODULE SPECIFICATION

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| Title: | Operations Management |
| Credit Value: | SCQF Level 10 / EQF Level 6 SCQF Credit Points 10 <i>Subject to formal ratification.</i> |
| Aim: | To provide an in-depth review of the role played by operations management in banking and financial services. The module considers the management of resources and activities to deliver services to internal and external customers effectively and efficiently. |
| Access Statement: | It is recommended that students should have previously studied at SCQF Level 8 / 9 / EQF Level 5 / 6 or above, or have relevant practical experience in banking or financial services. |
| Programmes of study to which unit contributes: | <ul style="list-style-type: none">Chartered Banker Diploma |
| Learning Outcomes: | Knowledge, Understanding and Skills On successful completion of this module, students will be able to: <ol style="list-style-type: none">analyse and evaluate the critical role played by operational functions of banks;evaluate the dimensions of operations in the context of bank strategy;critically analyse the implementation of operations management;critically analyse how innovation can benefit service delivery in banking. |
| Method of Delivery: | Blended learning. |
| Assessment: | An online, extended response examination worth 70% of the overall result and one summative assignment worth 30%. Continuous formative assessment will be provided in the form of feedback on a draft assignment. |

Learning Outcomes, Assessment Criteria and Content

| Learning Outcomes | Assessment Criteria | Indicative Content |
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| The critical role played by operational functions of banks | | |
| <p>1. Analyse and evaluate the critical role played by operational functions of banks.</p> | <p>i. Analyse the Banking environment</p> <p>ii. Evaluate operations strategy in banking and financial services.</p> <p>iii. Evaluate the applicability of concepts of sustainability for operational management.</p> | <p>UK and global overview. Competition, the impact of the credit crunch, customer types, consumer attitudes and demographics, regulation and legislation.</p> <p>The role and importance of service excellence across the breadth of service areas for private and business customers.</p> <p>Strategic frameworks – Boston Consulting, Mintzberg, Porter.</p> <p>Operational strategy and concepts of operations management.</p> <p>Environmental considerations for large-scale operations, linking to organisational policies for customer and colleague interactions. Considers also the sustainability of outsourced arrangements.</p> |

| Learning Outcomes | Assessment Criteria | Indicative Content |
|---|--|---|
| the dimensions of banking operations in the context of bank strategy | | |
| 2. Evaluate the dimensions of operations in the context of bank strategy; | <ul style="list-style-type: none"> i. Evaluate Product and service design and delivery. ii. Analyse operations mapping and design. iii. Evaluate and measuring costs. iv. Evaluate, measure and mitigate operational risk. v. Evaluate approaches to monitoring and review. | <p>Overview of banking customer needs.</p> <p>Decision making - Governance, risk and delivery capability</p> <p>Forecasting demand, capacity management, scheduling and sequencing, planning & control systems and methodologies (material requirements planning, manufacturing resource planning.</p> <p>Principles of management accounting – financial and non-financial data, budgeting, actual costs v budget costs, performance monitoring.</p> <p>Causes, events and effects of operational risk, operational risk assessment and measurement, operational risk mitigation, monitoring and reporting</p> <p>Assessment and measurement, maintenance measurement and management tools re-engineering tools.</p> |

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|--|---|--|
| The implementation of operations management. | | |
| 3. Critically analyse the implementation of operations management. | <ul style="list-style-type: none"> i. Evaluate approaches to process flow analysis / models. ii. Analyse approaches to managing variability. iii. Critically analyse approaches to quality management iv. Critically analyse effective supply chain management. | <p>Business process models, process flow mapping, resource management.</p> <p>The impact of variability, contingency planning. Capacity planning. Diverse delivery channels.</p> <p>Quality management methodologies – ISO, TQM, BPR, six-sigma, Kaizen.</p> <p>Uses and types of data (variable, attributable and subjective). Process measures types of data collection.</p> <p>The theory of constraints. Matching supply with requirements. Purchasing v. procurement.</p> <p>The supply chain lifecycle.</p> <p>Building and managing supplier relationships. Collaborative planning.</p> |

| Innovation and Service Delivery | | |
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| <p>4. Critically analyse how innovation can benefit service delivery in banking.</p> | <p>i. Critically analyse innovation in the banking sector.</p> <p>ii. Critically analyse customer demographics and capabilities.</p> <p>iii. Critically evaluate successful innovation in action.</p> | <p>Transaction automation, centralised delivery, telephony, online services, use of customer data.</p> <p>The role of entrepreneurship and intreprenurship in banking.</p> <p>Usage of technology – age and gender. Customer life-stages.</p> <p>Future demographics – likely needs and capabilities. The impact of futurology.</p> <p>The economics of innovation. Concepts of creativity and pragmatism. Sociology of innovation.</p> <p>Managing creativity, design and innovation for effective service delivery.</p> <p>Developing approaches to turn concepts into reality.</p> |

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