



Victoria Management School

CMSP 804
OPERATIONS AND SERVICES MANAGEMENT

Trimester 2 2005

COURSE OUTLINE

Contact Details

Lecturer: Dr. Arun Abraham Elias
Office: Rutherford House 931
Email: arun.elias@vuw.ac.nz
Telephone: 463-5736 Fax: 463-5253

Class Times and Room Numbers

Mondays 19:40 – 21:30 RH LT 3
Final Examination Period 10 October – 4 November 2005

Course Objectives

Operations Management deals with the design, operation, and improvement of the systems that create and deliver a firm's primary products and services. Like marketing and finance, operations management is a functional field of business with clear management responsibilities. This course aims to introduce students to the field of operations management, using a systems approach.

By the end of this course, students should be able to:

- Appreciate the importance, challenge and creativity involved in managing operations;
- Understand the scope, frameworks, and key issues in the field of operations management;
- Critically evaluate the operations strategies of real world organisations, in terms of stakeholder expectations and sustainable competitive advantage;

- Develop familiarity with the common tools used in operations management to improve the efficiency and effectiveness of operating systems;
- Develop the ability to think systemically to analyse operations management problems and propose improvements.

Course Assessment

| Assignment | Value | Due Date |
|---|-------|---|
| 1. Describing an Operating System (Individual Project) | 10% | 29 September 2005 |
| 2. Analysing and Improving an Operating System (Group Project) Group Presentation* Group Report | 20% | 3 October 2005 |
| 3. Class Exercises (Group Work) | 10% | During lectures (from week 2 to week 9) |
| 4. Two Class Tests @ 5% per test | 10% | During lectures (week 3 and week 6) |
| 5. Final Examination | 50% | Final Exam Period |

*Group Presentations: 19 September, 26 September, or 3 October 2005

Assessment Guidelines

The paper consists of one individual project, one group project, class exercises, two class tests, and a final exam. The first two assignments should be presented as management reports. The details of these assignments are given below:

Describing, Analysing and Improving an Operating System

You will select an organisation as the host for your CMSP 804 assignments 1 and 2. In this organisation you should concentrate on an actual operation. The criteria for your selection of the organisation should include:

- It should be a real world organisation based in New Zealand
- It should perform an actual operation
- You should have access to observe the operation

Selection of observation site: There are very few limits on what you can observe. You cannot, however, rely on past experience or recollection for this exercise - you must observe an operation as it runs *now*. As examples, students interested in manufacturing will find operations ranging from job shops to assembly lines in the Wellington region. Students interested in services have a spectrum which ranges from those as simple as a hair stylist, as complicated as air traffic control, and as subtle as an art exhibition. Those interested in public services might consider a police patrol, or spending a night in a homeless shelter.

One additional rule: be creative, get as close to the operating system as you can, whilst respecting the rights of individuals and organisations.

Assignment 1: Describing an Operating System

You will describe an actual operation of your host organisation in its existing form. In your description you will:

- Present the existing operation as an operating system,
- Describe and evaluate the operations strategy involved
- Conduct a stakeholder analysis for the system and
- Develop a process map for the operating system that you observed

Due Date: 29 August 2005

Value: 10%

Length: Maximum 6 pages double-spaced text, excluding figures, tables and other exhibits.

Assignment 2: Analysing and Improving an Operating System

You will select one of your group members' organisations for this assignment. You will analyse and improve the operating system you observed, using some of the operations management tools. In your project you will:

- Understand and improve the description presented by a group member as assignment 1
- Critically examine the operating system, using appropriate operations management tools discussed in this course
- Conduct a benchmarking study for the operating system
- Use other appropriate operations management concepts and tools to improve the operating system.

Report Due Date: 3 October 2005

Value: 20% for Presentation and Report

Length: Maximum 20 pages double-spaced text, excluding figures, tables and other exhibits.

This project consists of two parts. First, the group will give a 15 minute presentation followed by 10 minutes of discussion during any one of the following days:

19 September, 26 September, or 3 October 2005. The dates for group presentation will be decided using a lucky draw. You also have to present a management report for this group project (due date: 3 October 2005).

Assignment 3: Class Exercises

Class exercises will be conducted during the lectures from week 2 to week 9. They will be based on the topics covered in that particular lecture. During the last 30 – 40 minutes of the class, students will discuss these exercises (e.g. case studies, numerical exercises) and submit the results before leaving the class. This will be a group assignment.

Assignment 4: Class Tests

Two class tests (not open book!) will be conducted during the beginning of the lectures on week 3 and week 6. The first test will be based on the topics covered in weeks 1 and 2, and the second test on the topics covered in weeks 4 and 5. Each test will consist of 10 multi-choice questions and is worth 5% of the course marks. This will be an individual assignment.

Assignment 5: Final Examination

A three-hour final examination (closed book) will be held during the final examination period. In accordance with Victoria CMS programme policy, students must obtain a minimum of forty percent of the marks available on the final examination in order to pass the course.

Textbook: Chase, R.B., Jacobs, F. R., Aquilano, N. J. (2003). *Operations Management for Competitive Advantage*, 10th edition. Boston, MA: Irwin McGraw Hill.

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course lecturer prior to the deadline date.

Mandatory Course Requirements

Obtaining Terms

To obtain terms to sit the final examination in this course, students are required to attend classes, fully participate in and submit the Group Project Report, and achieve at least fifty percent of the total marks available for term work.

Passing the Course

In order to pass this course, students are required to obtain at least forty percent of the final examination marks available, and obtain at least fifty percent of the overall course marks available.

Certificate of Management Studies Grading Standards

- CertMS - **Excellent** Category
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.
- CertMS - **Very Good** Category
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.
- CertMS - **Good** Category
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- CertMS - **Satisfactory** Category
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.
- CertMS - **Unsatisfactory** Category
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.
- Please note that the CertMS Board of Studies (End of Course Marks Meeting) reserves the right to adjust final grade distributions in order to achieve meaningful grading

standards and equity in the application of evaluation standards across various CertMS courses.

Individual Work

While the Victoria CertMS programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university blackboard server for CMSP 804.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 5:00 pm during Trimester 2, offers the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Please note:

There will be a Student Administration Adviser, from the RWW office, based in EA005 from Monday 27 June to Friday 1 July (9:00 am to 5:00 pm) and from Monday 4 July to Friday 22 July (11:00 am to 1:00 pm).

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on

Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at: www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website: www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements,

then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Maori and Pacific Mentoring programme (Manaaki Pihipihinga)

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:

Melissa Dunlop, Programme Coordinator

Ph: 463 6015 or Email: Maori-Pacific-Mentoring@vuw.ac.nz

Lecture Schedule – CMSP 804 – 2005

| WEEK | Topics | READINGS |
|------|--|---|
| 1 | Course Introduction Operating Systems Nature of Operations Management Systems Approach to Operations Management | Chapter 1 |
| 2 | Operations Strategy Sustainable Competitive Advantage Stakeholder Analysis | Chapter 2 Reading 1 Class Exercise: Stakeholder Analysis |
| 3 | Operating System Analysis Process Charts Blue Prints | Chapter 4 Chapter 6 Class Exercise: 100 Yen Sushi Case |
| 4 | Work Systems Design Critical Examination | Technical Note 4 Class Exercise: TBA |
| 5 | Operating System Improvement Models Benchmarking | Chapter 6 Class Exercise: TBA |
| 6 | Project Management | Chapter 3 Class Exercise: TBA |
| | <i>Mid trimester Break</i> | |
| 7 | Quality Management – I Total Quality Management Quality Gurus Quality Control Tools | Chapter 7 Class Exercise: Hank Kolb Director Quality Assurance (p-293) |
| 8 | Quality Management – II Statistical Process Control | Technical Note 7 Class Exercise: Statistical Process Control |
| 9 | Operating Systems Modelling Qualitative Modelling Quantitative Modelling Simulation | Reading 2 Chapter 13, 14 Class Exercise: Qualitative Modelling |
| 10 | Job Sequencing Operations Scheduling Group Project Presentations | Chapter 16 |
| 11 | Group Project Presentations | |
| 12 | Course Revision Student Evaluations Group Project Presentations | |