



Victoria Management School

MGMT 314
OPERATIONS AND SERVICES MANAGEMENT

Trimester 2 2005

COURSE OUTLINE

Contact Details

Course Coordinator

Dr. Arun Elias, Rutherford House. Rm 931, Phone: 4635736, Email: Arun.Elias@vuw.ac.nz

Lecturer

Dr. Saji Gopinath, Rutherford House. Rm 920, Phone: 8085, Email: Saji.Gopinath@vuw.ac.nz

Tutors

Ms. Chrysandy Lai, Email: laichry@student.vuw.ac.nz

Mr. Garry Tansley, Email: garry.tansley@paradise.net.nz

Ms. Ratna Bose, Email: boseratn@student.vuw.ac.nz

Class Times and Room Numbers

Lectures: Monday 15.40 – 17.30 Government Building Lecture Theatre 2 (GB LT2)

Workshops: Wednesday 15.40 – 16.30 Government Building Lecture Theatre 2 (GB LT2)

Proposed Tutorials:

Group A	Thursday 8.30 – 9.20	RLWY 221
Group B	Thursday 9.30 – 10.20	RLWY 313
Group C	Thursday 11.30 – 12.20	RLWY 221
Group D	Thursday 13.40 – 14.30	RLWY 222
Group E	Thursday 14.40 – 15.30	RLWY 222
Group F	Friday 8.30 – 9.20	RLWY 220
Group G	Friday 11.30 – 12.20	RLWY 221
Group H	Friday 12.40 – 13.30	RLWY 220
Group I	Friday 14.40 – 15.30	RLWY 221

Final Examination Period: 10 October – 4 November 2005

Course Objectives

Operations Management is about 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.

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

- Appreciate the importance, challenge and creativity involved in managing operations;
- Develop familiarity with the common tools used in operations management;
- Understand the importance of quality and productivity for an operations manager;
- Develop skills for defining and structuring real world operations management problems;
- Develop critical thinking ability to analyse operations management problems and propose improvements and solutions.

Textbook

The textbook for the course (available from Victoria Book Centre) is:

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

Materials and Equipment

It is recommended that students obtain a copy of the textbook. Use of non programmable calculators is permitted in the final examination.

Assessment Requirements

The assessments for this paper takes the form of a single project presented in three stages plus the final examination. Assignments should be presented as management reports.

Project Organisation Outline

You will select an organisation, known to you or to which you can negotiate access, as the host for your MGMT 314 project. 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

You should submit to the course lecturer, either in person or by email, the name and nature of your host organisation for approval. Your submission should be about 200 words consisting of:

- The name of the organisation and
- A brief description of an operation in that organisation

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 delivery system as you can, whilst respecting the rights of individuals and organisations.

Due date: 11 July 2005

Value: 0%

Length: Maximum 200 words

Project Report 1: Describing an Operating System

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

- Present the existing operation as an operating system,
- Describe and assess the operations strategy involved and
- Conduct a stakeholder analysis for the system

This assignment should be presented as a management report.

Due Date: 25 July 2005

Value: 15%

Length: 1500 - 2000 words

Project Report 2: Analysing an Operating System

You will analyse the same operation using some of the operations management tools. In your report you will:

- Prepare a layout of the existing operation
- Develop a process chart of the operation
- Conduct a work study for the operation

This assignment should be presented as a management report.

Due Date: 29 August 2005

Value: 15%

Length: 1500 - 2000 words

Group Project: Improving an Operating System

You will use operations management tools and concepts to improve the operation. This assignment will be a group project. You will select one of your group member's organisation for this assignment.

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 workshops:

31 August, 7,14, 21, 28 September, or 5, 10 October. 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: 5 October 2005).

In this project, you will:

- Select an operation previously chosen by one of your group members
- Understand the description and analysis conducted during projects 1 and 2
- Provide suggestions for improvement based on the principles learned during the course

Group Presentation: On any of these dates - 31 Aug., 7,14, 21, 28 Sept., or 5, 10 October

Group Project report: Due date – 5 October 2005

Length: 4500 - 6000 words

Total value of the project: 20%

Final Examination

A three-hour final exam (not open book!) will be held during the examination period.

Value: 40%

Penalties

In fairness to other students, work submitted after any deadline will incur a penalty for lateness. The penalty is 2 of the marks available for an assignment submitted after the due time on the due date for each part day or day late. Assignments received more than 7 days after the deadline will not be accepted and the student will automatically fail terms. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with one of the lecturers prior to the deadline date.

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>).

Mandatory Course Requirements

For sitting the final exam, you should meet the 'terms'. Terms requirements include:

- (i) Submission of all the assignments, on the due dates
- (ii) Attendance at SEVEN tutorials

The "tutorial participation" mark will be based on your attendance and contribution to tutorial discussions.

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 MGMT 314.

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

MGMT 314 Operations and Services Management - Course Schedule 2005

Week	Dates	Topics	Readings	Tutorials
1	Monday, 4 July No workshop	Course Introduction Operating Systems Nature of Operations Management	Chapter 1	No tutorials
2	Monday, 11 July No workshop	Operations Strategy Productivity Sustainable Competitive Advantage Stakeholder Analysis	Chapter 2 Reading 1	Case Analysis on Stakeholder Analysis
3	Monday, 18 July Wed., 20 July	Operating System Analysis Process Mapping Workshop	Chapter 4 Technical Note 4	Case Analysis on Process Mapping
4	Monday, 25 July Wed., 27 July	Work System Design Workshop	Chapter 5	Case Analysis on Critical Questioning
5	Monday, 1 Aug. Wed., 3 Aug.	Operating System Improvement Benchmarking Workshop	Chapter 6	Case Analysis on Benchmarking
6	Monday, 8 Aug. Wed. 10 Aug.	Project Management Network Planning Models Workshop	Chapter 3	Computer Lab on MS Project RLWY 415
		<i>Mid trimester Break</i>		
7	Monday, 29 Aug. Wed., 31 Aug.	Quality Management I Group Presentation I	Chapter 7	Case Analysis on Fishbone diagrams
8	Monday, 5 Sept. Wed., 7 Sept.	Quality Management II Group Presentation II	Technical Note 7	Case Analysis on SQC
9	Monday, 12 Sept. Wed., 14 Sept.	Supply Chain Management Group Presentation III	Chapter 9	Case Analysis on SCM
10	Monday, 19 Sept. Wed., 21 Aug.	Inventory Control Group Presentation IV	Chapter 14	Computer Lab on Linear Programming RLWY 415
11	Monday, 26 Sept. Wed., 28 Oct.	Operations Scheduling Group Presentation V	Chapter 16	Case Analysis on Operations Scheduling
12	Monday, 3 Oct. Wed., 5 Oct.	Course Revision Group Presentation VI		Revision