

VICTORIA MANAGEMENT SCHOOL

**CMSP 804 OPERATIONS AND SERVICES MANAGEMENT**

Trimester 2 2006

**COURSE OUTLINE**

**Contact Details**

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**Class Times and Room Numbers**

Tuesdays 19:40 – 21:30 RH LT 3  
Final Examination Period 16 October – 11 November 2006

**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.

## Textbook

Chase, R.B., Jacobs, F. R., & Aquilano, N. J. (2006). *Operations Management for Competitive Advantage*, 11<sup>th</sup> edition. Boston, MA: Irwin McGraw Hill.

## Assessment Requirements

Students will prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work.

## Course Assessment

Assignment	Value	Due Date
1. Describing an Operating System (Individual Project)	10%	15 August 2006
2. Analysing and Improving an Operating System (Group Project) Group Presentation* Group Report	20%	10 October 2006
3. Class Exercises (Group Work)	10%	During lectures (from week 1 to week 10)
4. Two Class Tests @ 5% per test	10%	During lectures (week 4 and week 7)
5. Final Examination	50%	Final Exam Period

\*Group Presentations: 3 October, or 10 October 2006

## Assessment Guidelines

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

## Workload

Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30hrs during the mid-trimester break.

## 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: 15 August 2006*

*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: 10 October 2006*

*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 minutes presentation followed by 10 minutes of discussion during any one of the following days:

3 October, or 10 October 2006. 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: 10 October 2006).

### **Assignment 3: Class Exercises**

Class exercises will be conducted during the lectures from week 1 to week 10. 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 4 and week 7. The first test will be based on the topics covered in weeks 1, 2 and 3, and the second test on the topics covered in weeks 4, 5 and 6. 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 CMSP programme policy, students must obtain a minimum of forty percent of the marks available on the final examination in order to pass the course.

## **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 controller prior to the deadline date.

## **Mandatory Course Requirements**

To fulfil the mandatory course requirements for CMSP 804 you must attend classes; fully participate in and submit the Group Project Report; and achieve at least 50% 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.

## **Victoria CMSP Grading Standards are as follows:**

### Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85% and above): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.

### Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

### Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

### Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

### Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

### Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

## **Individual Work**

While the Victoria CMSP 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.

## **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>).

### **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 and Academic Services Office

The Faculty's Student and Academic Services 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. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

#### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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 is available for the following:

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

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at [www.vuw.ac.nz](http://www.vuw.ac.nz).

### **Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at [www.vuw.ac.nz/policy/studentconduct](http://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](http://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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at [www.vuw.ac.nz/policy/academicgrievances](http://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. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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

### **Students with Impairments**

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz). The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

### **Student Support**

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email [student-services@vuw.ac.nz](mailto:student-services@vuw.ac.nz)) is available to provide a variety of support and services. Find out more at [www.vuw.ac.nz/st\\_services/](http://www.vuw.ac.nz/st_services/).

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email [education@vuwsa.org.nz](mailto:education@vuwsa.org.nz)) is located on the ground floor, Student Union Building.

### **Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)**

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta  
Room 210, Level 2  
Railway West Wing  
Tel. (04) 463 8997

Fa'aoi Seiuli  
Room 109 B  
14 Kelburn Parade  
Tel. (04) 463 5842

### Lecture Schedule – CMSP 804 – 2006

Week	Topics	Readings
1	Course Introduction Operating Systems Nature of Operations Management Systems Approach to Operations Management	Chapter 1 Class Exercise: The Art of Systems Thinking
2	Operations Strategy Sustainable Competitive Advantage Stakeholder Analysis	Chapter 2 Reading 1 Class Exercise: Stakeholder Analysis
3	Operating System Analysis -1 Job Sequencing Operations Scheduling	Chapter 17 Class Exercise: Operations Scheduling
4	Operating System Analysis -2 Process Charts Blue Prints	Chapter 5 Chapter 7 Class Exercise: 100 Yen Sushi Case
5	Operating System Analysis -3 Critical Examination Work Measurement	Technical Note 5 Class Exercise: Critical Examination
6	Operating System Improvement Models Benchmarking Continuous Improvement	Chapter 9 Class Exercise: Benchmarking
<b><i>Mid trimester Break</i></b>		
7	Quality Management – 1 Total Quality Management Quality Gurus Quality Control Tools	Chapter 8 Class Exercise: Hank Kolb Director Quality Assurance (p-340)
8	Quality Management – II Statistical Quality Control Statistical Process Control	Technical Note 8 Class Exercise: Statistical Process Control
9	Operating Systems Modelling Qualitative Modelling Quantitative Modelling	Reading 2 Chapter 15 Class Exercise: Qualitative Modelling
10	Project Management Project Control Charts Network Planning Models	Chapter 3 Class Exercise: Network Planning Models
11	Group Project Presentations	
12	Course Revision Student Evaluations Group Project Presentations	