



VICTORIA MANAGEMENT SCHOOL

MGMT 314 OPERATIONS AND SERVICES MANAGEMENT

Trimester Two 2006

COURSE OUTLINE

Contact Details

Course Coordinator

Dr. Ofer Zwikael, 928 Rutherford House, Phone: 4635143
Email: ofer.zwikael@vuw.ac.nz

Course Lecturer

Prof. Lawrie Corbett, 901 Rutherford House, Phone: 4635138
Email: Lawrie.Corbett@vuw.ac.nz

Class Times and Room Numbers

Lectures:	Monday	16.40 – 18.30	RH-LT1
Lectures:	Thursday	16.40 – 17.30	RH-LT1

There will be a final examination during the period of 16 October – 12 November 2006

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.

Course Content

Week	Dates	Lecturer	Topics	Chapters to Read	Tutorials
1	10 July 13 July	OZ	Course Introduction Operations Management - Introduction	1	No tutorial
2	17 July 20 July	OZ	Work measurement	TN5	Work measurement exercise (p. 203-4)
3	24 July 27 July	OZ	Project Management	3	Computer lab – MS Project
4	31 July 3 August	OZ	New Product / service design	4	Case study – QFD (p. 121-2)
5	7 August 10 August	OZ	Capacity planning – Linear Programming Theory of constraints Waiting lines	TN2 18 TN7	Computer lab - Linear Programming in Excel (examples 1,3)
6	14 August 17 August	OZ	Learning – Learning curves Organisational learning - Benchmarking	TN4	Waiting lines exercise (p. 300-6)
<i>Mid Trimester Break</i>					
7	4 September 7 September	OZ	Forecasting	13	Computer lab - forecasting using Excel
8	11 September 14 September	OZ	Quality management	8	Cause-and- effect & Pareto (Tutorial exercise)
9	18 September 21 September	LC	Process analysis (I)	5	Problem sets
10	25 September 28 September	LC	Process analysis (II)	6, 7	Problem sets
11	2 October 5 October	LC	Operations strategy	2	Group Presentations
12	9 October 12 October	OZ	Scheduling Course Revision	17	Group Presentations

Expected Workload

One point requires about 10 hours of student work.

For a 24pts paper – 16 hrs per week for 12 teaching weeks and 48hrs during mid-trimester break.

Readings

The textbook for the course is:

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

Other reading:

1. Krajewski, L. J., Ritzman, L. P. (2005). *Operations Management*, Prentice Hall.
2. Russell, R. S., Taylor, B. W. (2003). *Operations Management*, Prentice Hall.
3. Haksever, C., Render, B., Russell, R. S., (2000). *Service Management and Operations*, 2nd ed. Prentice Hall.
4. Johnston, R., Clark, G. (2005). *Service Operations Management*, 2nd ed. Prentice Hall.
5. Heizer, J., Render, B. (2006). *Operations Management*. 8th ed. Prentice Hall.

Materials and Equipment

Calculator to be brought to all classes and to the final examination.

Assessment Requirements

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

The final mark will be calculated as follows:

Course Assessment	Contribution	Due date
Project outline	0%	24/7/06
Project report 1	15%	4/9/06
Project report 2	15%	12/10/06
Group project presentation	15%	1-12/10/06
Lecture and tutorial participation	10%	-
Final examination	45%	Examination Period

Assignment 1: Project 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. 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: 24 July 2006 (individual)

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:

1. Present the existing operation as an operating system. Describe its inputs, processes and outputs.
2. Define five measures to evaluate the performances of the current process. Analyse the problems in the current operation using these numerical measures, while comparing them to the standards. Calculate efficiency and effectiveness of the current operation.
3. Describe the suggested project charter for operation improvement, including project need, project deliverables, project goal and objectives, schedule milestones, Gantt chart, critical path analysis and slack analysis. Use MS-Project outputs to present the initial project plan.
4. Identify and analyse the critical resource in the existing operation, using a linear programming output.
5. Analyse the new product or service that will improve the current operation, using QFD / HOQ.

This assignment should be presented as a management report

Due Date: 4 September 2006 (individual)

Value: 15%

Length: 1,500 – 2,000 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:

1. Suggest a benchmarking study to improve the current operation.
2. Forecast the demand for the current product or service using three forecasting models. Choose the best model using MSE criteria and test the result using a Track Signal index. Use Excel outputs to present your results.
3. Analyse a current problem using cause-and-effect (fish bone) and Pareto diagrams.
4. Develop a process chart of the operation and perform process analysis
5. Describe and assess the operations strategy decisions that have been made by the organization

This assignment should be presented as a management report

Due Date: 12 October 2006 (individual)

Value: 15%

Length: 1,500 – 2,000 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 members' organisations for this assignment.

The group will give a 15 minutes presentation followed by discussion during any one of the last tutorials.

The dates for group presentation will be decided using a lucky draw.

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: During two last tutorials

Value: 15%

Lecture and Tutorial Participation

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

Value: 10%

Final Examination

A three-hour final examination (not open book) will be held during the examination period of 16 October – 12 November 2006. Use of non-programmable calculators is permitted in the final examination.

Value: 45%

Mandatory Course Requirements

To meet mandatory course requirements students are required to:

- (i) Submit of all the assignments, by the due dates;
- (ii) Attend eight of the tutorials, and
- (iii) Be a part of a team that presented the group project.

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

Your status of meeting the mandatory course requirements will be posted on Blackboard and on the Management Notice board.

Communication of Additional Information

Announcements during the trimester will be advertised on Blackboard.

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>).

Handing in Assignments

Students must 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 archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Grading Guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the examination:

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	Failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment.

PENALTIES - for Lateness & Excessive Length of Assignments

- (i) 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. Saturdays, Sundays and public holidays will be included when counting the number of days late. Assignments received more than 7 days after the due date will not be accepted and the student will automatically fail the Mandatory Requirements.
- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances.

- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, in advance, to the Tutorial Coordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made before the deadline and be accompanied by documentary evidence, e.g. a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Tutorial Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. The penalty will be 5% of the grade for an assignment which is 10% over the word limit.

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.

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. 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; 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.

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.

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. 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) is available to provide a variety of support and services. Find out more at 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) 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
Email: Puawai.Wereta@vuw.ac.nz

Fa'afai Seiuli
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5842
Email: Faafoi.Seiuli@vuw.ac.nz