

VICTORIA MANAGEMENT SCHOOL

**CMSP 804**  
**OPERATIONS AND SERVICES MANAGEMENT**

Trimester 2 2007

**COURSE OUTLINE**

**Contact Details**

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**Class Times and Room Numbers**

Tuesday 17:40 – 19:30 RHLT 2

This course has a three-hour final examination. The examination period will be from 19<sup>th</sup> October – 10<sup>th</sup> November 2007.

**Introduction**

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.

**Programme and Course-related Learning Objectives**

This course will provide students opportunity:

- to develop oral, written and IT-related communication skills
  - through active participation in class discussion
  - through the development and presentation of oral and written reports, using narrative and diagrammatic and other schema as forms of presentation
  - through formal and informal classroom debate
- to develop critical and creative thinking skills
  - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
  - through debate and classroom discussion
- to develop leadership skills
  - through structuring independent study
  - through leading projects and group exercises
  - through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class

### Course-related Student Learning Objectives

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.

### Workload

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

### 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 individual assignments.

### Textbook

The required textbook is:

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%	14 August 2007
2. Analysing and Improving an Operating System (Group Project) Group Presentation* Group Report	20%	9 October 2007
3. Class Exercises (Group Work)	10%	During lectures (from weeks 1 to 10)
4. Two Class Tests @ 5% per test	10%	During lectures (weeks 3 & 5)
5. Final Examination	50%	Final Examination Period

\*Group Presentations: 2 October, or 9 October 2007

### **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: 14 August 2007*

*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: 9 October 2007*

*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:

2 October, or 9 October 2007. 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: 9 October 2007).

### ***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 3 and week 5. 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 3 and 4. Each test will consist of 10 multi-choice questions and is worth 5% of the course marks.

### ***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.

### **Mandatory Course Requirements**

To meet the mandatory course requirements, students must:

- (i) submit Assignments 1 and 2 on the due dates; and
- (ii) obtain at least 40 per cent of the final examination marks available.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade. Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

### **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.

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

Excellent Category

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): 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 or go to [www.vuw.ac.nz/policy](http://www.vuw.ac.nz/policy).

For information on the following topics, go to the Faculty's website [www.vuw.ac.nz/fca](http://www.vuw.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

## **Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email [manaaki-pihipihinga-programme@vuw.ac.nz](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.

## Lecture Schedule – CMSP 804 – 2007

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 Process Charts Blue Prints	Chapter 5 Chapter 7 Class Exercise: 100 Yen Sushi Case
4	Operating System Analysis -2 Critical Examination Work Measurement Operations Scheduling	Technical Note 5 Chapter 17 Class Exercise: Operations Scheduling
5	Quality Management Total Quality Management Quality Gurus Quality Control Tools	Chapter 8 Class Exercise: Hank Kolb Director Quality Assurance (p-340)
6	Operating System Improvement Models Benchmarking Continuous Improvement	Chapter 9 Class Exercise: Benchmarking
<b><i>Mid trimester Break</i></b>		
7	Supply Chain Management Guest Lecturer: Dr. Saji Gopinath	Chapter 10 Class Exercise: Supply Chain Management
8	Statistical Quality Control Statistical Process Control	Technical Note 8 Class Exercise: Statistical Process Control
9	Operating Systems Modelling Qualitative Modelling Quantitative Modelling	Reading 2 Technical Note 17 Class Exercise: Qualitative Modelling
10	Project Management Network Planning Models	Chapter 3 Class Exercise: Network Planning Models
11	Group Project Presentations	
12	Course Revision Student Evaluations Group Project Presentations	