

Victoria Management School

MGMT 314 OPERATIONS AND SERVICES MANAGEMENT

Trimester Two 2008

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

Dr Ofer Zwikael

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Website: www.vuw.ac.nz/vms

ADMINISTRATOR

Luisa Acheson

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TUTORIAL COORDINATOR

Garry Tansley

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Class Times and Room Numbers

Wednesdays 3.40 – 4.30pm GBLT2
Thursdays 3.40 – 5.30pm GBLT2

Trimester Dates: Monday 7 July to Saturday 8 November 2008

This course has a 3-hour final examination. The examination period will be from 17 October to 8 November 2008.

Introduction

The course will examine the design, operation and improvement of the systems that create and deliver a firm's primary products and services. It will attempt to provide an understanding of how organisations manage their operations.

This course provides an appropriate introduction to the broad field of Operations Management, and which challenges students to think critically about the nature of routine processes performed in organisations.

The course continues the study of management used in previous course 'Introduction to Management' and 'Systems Thinking & Decision Making'.

The focus is on the development, use and integration of operations analysis and improvement. Throughout the course, the emphasis is on taking a managerial view of the situation, and to improve the system's performance.

In particular, the course will challenge students to think critically about issues, such as operations strategy, operations processes, performance measurement and project management.

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

- Appreciate the importance and challenge 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.

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 tutorial and class discussion
 - through the development and presentation of oral and written reports, using narrative, rhetoric 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 participation in a management simulation, competition, practicum or internship (eg BCG Case Competition, national case competition, GEEBIZ, SIFE)

Overall Course Objectives

The course has several objectives, which include:

- examining contemporary issues in Operations Management both globally and in New Zealand
- comprehending the complex interaction of Operations Management acting on productive and service organisations.
- defining issues critical to the operations and services in the organisation
- improving competence in managing operations and services
- developing an ability to analyse and improve a current operational system

Course-related Student Learning Objectives

On successful completion of the course, students should be able:

- to demonstrate an understanding of some major theoretical frameworks and concepts relevant to operations and service management
- be able to use such frameworks to describe and improve a current system
- develop an ability to communicate recommendations related to critical analysis of a specified managerial situation using a set of specific theoretical frameworks and tools
- recognise the importance of critical analysis, leadership and communication in operations and service management

Expected Workload

Students can expect the workload to be approximately 10 hours per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and outside class.

Group Work

While the course 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. You will be

expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

Tutorial Signup Instructions:

Requirements to use this programme:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded.

Instructions:

Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system.

The “Signup Home” page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT314

MGMT314 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A “key” is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you’re enrolled into the session from a waitlist.

You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for one (1) other preferred session. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

You can choose to “WITHDRAW” from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.

A “FULL” button indicates all seats and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons in available in the “Key” section at the bottom of the signup page.

You can only “ENROL” in ONE tutorial session and “JOIN ONE (1) WAITLIST” for other tutorial sessions.

You will be able to login and signup (or change your signup) anytime between 12 midnight 7 July 2008 and the last date: midnight 17 July 2008. You will NOT be able to signup or change your choice after the last date - midnight 17 July 2008. Any changes will be made by the tutorial coordinator on a case by case review of your 'exceptional circumstance'.

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on "My Signups" on the left hand menu.

Click on "Support" on the left hand menu if you are having problems.

This online signup system is available round the clock over the internet. Please make use of it to sign up for a MGMT314 tutorial before midnight, the 17 July 2008. Any requests after this date any will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in 'exceptional circumstances' and there is NO GUARANTEE that you will get your requested tutorial time.

Tutorials start on the first week of the course. As there is a maximum of 17 students per tutorial class you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard by 5pm 18 July 2008. If you have any serious problems about the allocations see the Tutorial Coordinator ASAP.

Readings

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

The **recommended** textbooks are:

1. Krajewski, L. J., Ritzman, L. P. (2005). *Operations Management*, Prentice Hall.
2. Russell, R. S., Taylor, B. W. (2005). *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.

Assessment Requirements

Assignment	Title	Weight	Date
1	Project report 1	25%	2 September 9am
2	Project report 2	25%	30 September 9am
3	Lecture and tutorial participation	10%	9 October
4	Final Examination	40%	17 October to 8 November
	TOTAL	100%	

1. Project report 1

Date: 2 September 9am

Marks: 25%

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 and specific operation, e.g. customer service department, a call centre or a quality assurance department. 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. 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. You should not interact with employees of the selected organisation for these assignments.

This assignment should be presented as a management report, which includes managerial recommendations for each question.

The first assignment covers weeks 1-5 of the course.

2. Project report 2

Due: 30 September 9am

Marks: 25%

The second assignment covers weeks 6-10 of the course.

3. Lecture and Tutorial Participation

Due: 9 October

Marks: 10%

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

4. Examination

Date: 17 October – 8 November

Marks: 40%

The examination is worth 40% of the total marks available for this course. It is closed book three-hour examination. You will be asked to answer questions that will require you to draw on different theories covered in the course. All book chapters covered during the course are examinable.

Handing in assignments

Assignments should be dropped in the relevant MGMT 314 Box # 25 on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by the due time on the due date. All completed assignments must have a cover sheet. The cover sheet is in Annex A. 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.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. submit all the assignments;
- b. attend at least six of the tutorials; and
- c. obtain at least 40 per cent (i.e. 16 marks out of 40) 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.

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 (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **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 Course 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, eg 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 or other exceptional events), 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.

Grading Guidelines

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

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
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. Note this is a failing grade.

Policy on Remarking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex B) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow up to 5 days for remarks to be completed.

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/research/reference/referencingguides.aspx>).

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg

MGMT314_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

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 on the ground floor (EA005). This counter is the first point of contact for :

- 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.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca under Important Information for Students:

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

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 students 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 penalized 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:

www.victoria.ac.nz/home/studying/plagiarism.html

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 or phone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

Course Content

Week	Class dates	Lecturer	Topics	Chapters to Read (Chase et al. 2006)	Tutorials
1	9-10 July	OZ	Course introduction Introduction to Operations Management Work measurement	1 TN5	No tutorial
2	16-7 July	JM	Operations strategy	2	No tutorial
3	23-4 July	BC	Process analysis Supply chain management	5 10	Operations strategy
4	30-1 July	OZ	Project management	3	Process analysis and supply chain management
5	6-7 August	OZ	Learning	TN4	Project management-developing a business case
6	13-4 August	OZ	Quality management	8	No tutorial
<i>Mid Trimester Break</i>					
7	3-4 September	OZ	New product / service design	4	No tutorial
8	10-11 September	OZ	Forecasting	13	Design case study – QFD
9	17-8 September	OZ	Linear programming	TN2	Forecasting using Excel
10	24-5 September	OZ	Waiting line management	TN7	Linear programming using Excel
11	1-2 October	OZ	Scheduling	17	Waiting line management
12	8-9 October	OZ	Course revision	-	No tutorial

OZ stands for Ofer Zwikael

JM stands for John Moriarty

BC stands for Bob Cavana

TN stands for Technical Note, which appears at the end of some of the textbook's chapters.

VICTORIA UNIVERSITY OF WELLINGTON
Te Whare Wānanga o te Ūpoko o te Ika a Māui



Victoria Management School

MGMT314 Assignment Cover Sheet

Name: _____ Student ID: _____

Assignment	✓
Project report 1	
Project report 2	

Tutor's Name: _____ **Tutorial Number:** _____

Tutorial Day: _____ **Tutorial Time:** _____

Date Due: _____ **Date Submitted:** _____

*I have read and understood the university policy on Academic Integrity and Plagiarism.
I declare this assignment is free from plagiarism.*

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____

Submit to the Mezzanine Floor of Rutherford House to the BOX # 25 labelled with MGMT314