

Victoria Management School

MGMT 313 STRATEGIC OPERATIONS MANAGEMENT

Trimester One 2009

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Associate Professor Lawrence Corbett

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ADMINISTRATOR

Luisa Acheson

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TUTORIAL COORDINATOR

Garry Tansley

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Trimester Dates: Monday 2 March to Wednesday 1st July 2009.

Class Times and Room Numbers

Lectures:	Monday:	0930:1020	Venue: GBLT3
	Thursday	0930:1120	Venue: GBLT3

Withdrawal dates: Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Introduction

This course examines the nature, content, development and implementation of an organisation's operations strategy, and the consequent implications for the management of quality, productivity, capacity, and process improvement. As an Advanced Undergraduate course, it builds on concepts from Strategic Management, Operations Management, Marketing and HRM to give students a comprehensive understanding of Operations Strategy. It is intended for students who

- have a strong interest in understanding operations – in either manufacturing or service industries – and the role operations can play in business strategy and competitive advantage.
- are interested in developing greater understanding of operations from a strategic perspective

- perhaps intend at some early stage in their career, either to manage or consult for operations in the service and manufacturing industries.

In particular, it covers:

- An introduction to the key elements of operations strategy and management and their historical context for the delivery of both services and goods.
- Reflecting upon the role of operations strategy and management within the organization and their contribution to wider organizational strategies, goals and objectives.
- Consideration as to how organizations can develop and deploy distinct operational strategies.
- Understanding the context of operations strategy and management and its links with other disciplines of management and other organizations.
- Demonstrating the link between core concepts and modern applications in a number of industries.
- To appreciate the contemporary changes within the field of study and the current research directions.
- To encourage a critical reflection on the orientation and direction of operations strategy and management as a body of learning.

Programme and Course-related Learning Objectives

Our graduates will:

- demonstrate application of critical and creative thinking skills to practical and theoretical problems
- be effective communicators
- have a global and multicultural perspective
- recognise, support and display leadership
- develop specific knowledge and skills in at least one business, or public policy discipline area

Overall Course Objectives

This section sets out what your teachers in this course would like you to take away. Your actual learning objectives of the course will be those objectives that *you set for yourself (i.e. what you want to get out of the course)*.

We hope this course makes a lasting contribution to your career success. One to five years after completing this course successfully you should retain skills in the following areas:

Discuss the key elements of operations strategy and management and their historical context for the delivery of both services and goods;

Critique the role of operations strategy and management within an organisation and their contribution to wider organisational strategies, goals and objectives;

Analyse how organisations can develop and deploy distinct operational strategies;

Describe the context of strategic operations management and outline its links with other disciplines of management;

Identify and apply the links between core concepts and modern applications of strategic operations management in a number of industries.

The assessment for this course comprises tutorial assignments, an individual report, case analysis team project and contribution to calls discussion and presentation. Each piece of assessment involves a combination of each objective outlined above.

Readings

The *required* textbook is:

Operations Strategy, 2/E



Nigel Slack, *Warwick University*

Mike Lewis, *Bath University*

Publisher: Financial Times Press/Prentice Hall

Copyright: 2008

Other *recommended* textbooks and readings will be listed on Blackboard:

Assessment Requirements

A student’s overall grade in the paper will be based on the following pieces of assessment. Please do NOT put any of your submitted work in a binder - a plastic sleeve is okay if you want to keep it clean. Ensure your work is stapled in top left of page. Do not use pins, as the markers hate to shed blood over their task.

Assignment	Title	Weight
1	Tutorial Preparation Assignments (4@5%)	20%
2	One individual report	25%
3	One individual case study	25%
4	Red Team project (teams of 4 students)	15%
5	Contribution to class discussion and presentations	15%
	TOTAL	100%

There is no Final Exam for this course.

1. Tutorial Preparation Assignments

Date: see separate handout

Marks: 20% (4 @ 5%)

Two pages maximum for each assignment.

2. Individual Written Analysis of Case Study

Date due: March 23 Marks: 25%

You are required to submit a written analysis of ONE case study. The write-up should not exceed 2000 words. The case analysis report is intended to develop an appreciation of and skill at:

- analysing a business situation
- building an argument for a course of action
- communicating the analysis and argument concisely and coherently

A note on writing case analysis reports is available on the Blackboard site for this course.

3. Individual Report

Due: May 11 Marks: 25%

Length: 2000 words

Each student is required to select a local service business. You may NOT choose Starbucks. Your task is to describe the operations strategy of business using concepts covered in this course. Your task is also to assess what you believe are the strengths and weaknesses of the operations strategy of the chosen business.

4. Group Project Report

Due: May 29 Marks: 15%

Length: 1500 words

See separate handout for this group project (teams of 4 max)

5. Contribution to discussion and presentations

Date: on-going

All students are expected to be an active participant throughout the entire class (particularly during case discussions) and to contribute to the quality of that discussion. Please note that the frequency (i.e. the quantity) of your interventions in class is not the key criterion for effective class participation. The classroom should be considered a laboratory in which you can test your ability to convince your peers of the correctness of your approach to complex problems and of your ability to achieve the desired results through the use of that approach. Criteria that are useful in measuring effective class participation include:

- (1) Are the points that are made relevant to the discussion? Are they linked to the comments of others?
- (2) Do the comments show evidence of analysis of the case?
- (3) Is there a willingness to participate?
- (4) Is there willingness to test new ideas, or are all comments "safe" (for example, repetition of case facts without analysis and conclusions)?
- (5) Do comments clarify or build upon the important aspects of earlier comments and lead to a clearer statement of the concepts being covered and the problems being addressed?

Handing in assignments

Assignments should be given to the lecturer at the start of class 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.

Expected Workload

This is a 24-point course and the university workload guidelines are 10 hours per point. Thus your expected total workload for this course would be a maximum of 240 hours. Your teachers do not expect any student should need to exceed that total.

This table shows your teacher's estimates of the various components of workload on this course in 2009.

1. 36 hrs engaging actively in lectures (12 @2hrs + 12@1hr)
2. 36 hrs in lecture prep covering assigned readings and case studies (12 weeks @3 hrs/wk)
3. 20 hrs on tutorial assignment preps (5 @ 4hrs)
4. 30 hrs on WAC
5. 30 hrs on individual report
6. 24 hrs on group project
7. 24 hrs on interacting with fellow students and course admin (2 hr/week for 12 weeks)

Total 200 hrs (or 16.7 hrs/week)

NB

1. Each of us works at our own pace so these estimates should be treated as a rough guide only.
2. The course is over 12 weeks but it is likely that you will need to work on assignments over the mid trimester break.
3. For students who have English as their second language, these estimates may need adjusting.

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, except for the group project report.

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.victoria.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 MGMT313

MGMT 313 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 are 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 24.00 1st March 2009 and the last date: 24:00 20th March 2009. You will NOT be able to signup or change your choice after the last date - midnight 20th March 2009. 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 MGMT313 tutorial before midnight, the 20th March 2009. Any requests after this date 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 third 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 21st March 2009. If you have any serious problems about the allocations see the Tutorial Coordinator asap.

DETAILED LECTURE PROGRAMME 2009

Week	Lecture #	Date	Topic	Reading Assignment and Class Preparation
1	1	2 Mar	Introduction to the Course Course outline, expectations, outcomes and schedule Course assessment	Chapter 1
	2	5 Mar	Introduction to Operations Management and Operations Strategy	Chapter 1 Prepare: McDonalds case study p.390
2	3	9 Mar	Operations performance	Chapter 2
	4	12 Mar	Operations performance	Chapter 2 Prepare: Kuhn Flowers p.402
3	5	16 Mar	Product and service development	Chapter 7
	6	19 Mar	Product and service development	Chapter 7
4	7	23 Mar	Supply network strategy	Chapter 4 WAC due
	8	26 Mar	Supply network strategy	Chapter 4 Prepare: Inditex, Zara and beyond p.418
5	9	30 Mar	Process technology strategy	Chapter 5
	10	2 Apr	Process technology strategy	Chapter 5 Prepare: The Greenville Operation p.430
6	11	6 Apr	Improvement strategy	Chapter 6
	12	9Apr	Improvement strategy	Chapter 6 Prepare: Turnaround at the Preston Plant p, 439
			MID TRIMESTER BREAK	
7	13	27 Apr	Capacity strategy	Chapter 3
	14	30 Apr	Capacity strategy	Chapter 3 Prepare: Delta Synthetic Fibres p.423
8	15	4 May	Process – sustainable alignment	Chapter 8
	16	7 May	Process – sustainable alignment	Chapter 8
9	17	11 May	Process – substitutes for	Chapter 9

			strategy?	Individual report due
	18	14 May	Process – substitutes for strategy?	Chapter 9
10	19	18 May	Process - implementation	Chapter 10
	20	21 May	Process - implementation	Chapter 10
11	21	25 May	Project presentations	
	22	28 May	Project presentations	
		29 May	Project reports due	
12	23	1 Jun	No session Public holiday	
	24	4 Jun	Course wrap up	

TUTORIAL PROGRAMME

Session	Date	Assignment / Topic
1	March 16	Establishing the connection between markets and operations: Your task is to find a business-to-consumer website, formally list the ‘marketing’ promises which the website makes and then think about the operations implications of these promises. For example, what will the company have to do in terms of its inventory management, warehouse locations, relationships with suppliers, transportation, capacity management and so on in order to fulfil its promises?
2	March 30	Performance objectives differ for different operations with different strategies: Your task is to explore the websites of two organisations such as Ryanair and Virgin, or Air New Zealand and Jetstar, and from that, deduce the differences between the relative importance of each performance objective.
3	April 6	Spangler, Hoover and Dyson (in text chap 7): Discuss why Spangler never became well known, Hoover dominated the market for so many decades and why Dyson has replaced Hoover as the leading manufacturer of vacuum cleaners.
4	April 27	<ol style="list-style-type: none"> 1. Draw the supply chain for a conventional music store selling CDs and also for iTunes. Identify other industries that might adopt a similar model to iTunes. 2. Identify as many industries as you can that will be particularly affected by further developments in internet-based channels of distribution. 3. Draw supply chains that illustrate exactly how they will be affected.
5	May 4	Performance Measurement: identify an operation with which you are familiar (fast-food restaurants, shops, public transport systems etc.) and then your task is to devise suitable performance measurement systems. For example, what should be measured, how often measurements should be taken, who should take the measurements and so on.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 4 out of the 5 tutorial sessions;
- b. Submit all assignments within the allowable timeframe (see Penalties section) below (i)

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade (this is a fail 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 students 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 clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.

- (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.
- (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 10% of the grade for an assignment which is 10% over the word limit.**

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

MGMT313_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:

- 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.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting mis-referencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

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: including the work of others will not be considered plagiarism as long as the work 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:

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.

ANNEX A



Victoria Management School

MGMT 313 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

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: _____