TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

VICTORIA MANAGEMENT SCHOOL

CMSP 804 OPERATIONS AND SERVICES MANAGEMENT

Trimester 2 2009

COURSE OUTLINE

Contact Details

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Trimester Dates: Monday 13 July to Saturday 14 November 2009
End of Year Study Period: Monday 19 October to Monday 26 October 2009
Examination Period: Tuesday 27 October to Saturday 14 November 2009 (inclusive)

The course has a 3 hour closed book final examination Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

Class Times and Room Numbers Tuesdays 19:40 – 21:30 RH LT 3

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 30 hours during the mid-trimester break**.**

Individual Work

While the Victoria MBA 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:
Jacobs, F. R., Chase, R.B. & Aquilano, N. J. (2009). *Operations and Supply Chain Management,* 12th 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. Assignments are to be handed in directly to the Course Coordinator.

Course Assessment

Assignment	Value	Due Date
1. Describing an Operating System	15%	18 August 2009
2. Analysing and Improving an Operating System Presentation* Report	 20%	 13 October 2009
3. Class Exercises	10%	During lectures (from week 1 to week 10)
4. Class Test	5%	During the lecture on week 4
5. Final Examination	50%	27 Oct – 14 Nov

* Presentations: 6th or 13th October 2009

Assessment Guidelines
The paper consists of two projects, class exercises, class test, and a final examination. 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: 18 August 2009 *Value: 15%*
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.
- Provide an individual reflection

Report Due Date: 13 October 2009 *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 minute presentation followed by about 10 minutes of discussion during any one of the following days:
6th or 13th October 2009. The dates for group presentation will be decided using a lucky draw. You also have to present a management report for this project (due date: 13 October 2009).

Assignment 3: Class Exercises
Class exercises will be conducted during the lectures from week 1 to week10. They will be based on the topics covered in that particular lecture. During the last 20-30 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
A class test (not open book!) will be conducted during the beginning of the lecture on week 4. The test will be based on the topics covered in weeks 1 to 3. The 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.

Mandatory Course Requirements

To meet 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 – 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.

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.victoria.ac.nz/library/research/reference/referencingguides.aspx

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.

For the following important information follow the links provided:

Academic Integrity and Plagiarism
http://www.victoria.ac.nz/home/study/plagiarism.aspx

General University Policies and Statutes
http://www.victoria.ac.nz/home/about/policy/academic.aspx

Faculty of Commerce and Administration Offices
http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx

Manaaki Pihipihinga Programme
http://www.victoria.ac.nz/st_services/mentoring/

Lecture Schedule – CMSP 804 – 2009

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 6 Chapter 7 Class Exercise: 100 Yen Sushi Case
4	Operating System Analysis -2 Critical Examination Work Measurement	Chapter 6 A Class Exercise: Work Measurement
5	Operating System Improvement Models Benchmarking Continuous Improvement	Chapter 13 Class Exercise: Benchmarking
6	Project Management Project Lifecycle Project Scheduling	Chapter 3 Class Exercise: Project Scheduling
	Mid trimester Break	
7	Quality Management Quality Gurus Quality Control Tools	Chapter 9 Class Exercise: Hank Kolb Director Quality Assurance (p. 324-325 of textbook)
8	Statistical Quality Control Statistical Process Control SPC Charts	Chapter 9A Technical Note 8 Class Exercise: SPC Charts
9	Scheduling Job Sequencing Priority Rules	Chapter 19 Class Exercise: Job Sequencing
10	Operating Systems Modelling Qualitative Modelling Quantitative Modelling	Reading 2 Technical Note 17 Class Exercise: Systems Modelling
11	Group Project Presentations	
12	Course Revision Student Evaluations Group Project Presentations	