

## Victoria Management School

### **MGMT 314 OPERATIONS AND SERVICES MANAGEMENT**

Trimester Two 2009

### **COURSE OUTLINE**

---

#### **Contact Details**

##### **COURSE COORDINATOR**

**Assoc Prof Lawrie Corbett**

Room: RH901, Rutherford House

Phone: 463 5138

Email: [lawrie.corbett@vuw.ac.nz](mailto:lawrie.corbett@vuw.ac.nz)

Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

##### **LECTURER**

**Dr Jim Sheffield**

Room: RH902, Rutherford House

Phone: 463 5085

Email: [jim.sheffield@vuw.ac.nz](mailto:jim.sheffield@vuw.ac.nz)

Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

##### **ADMINISTRATOR**

**Luisa Acheson**

Room: RH919, Rutherford House

Phone: 463 5381

Email: [luisa.acheson@vuw.ac.nz](mailto:luisa.acheson@vuw.ac.nz)

##### **UNDERGRADUATE PROGRAMME MANAGER**

**Garry Tansley**

Room: RH 915, Rutherford House

Phone: 463 6968

Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

Teaching Period: Monday 13 July to Friday 16 October 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)

Note: 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.

**Withdrawal dates:** Information available via

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

#### **Class Times and Room Numbers**

Mondays 10.30 – 11.20pm GBLT3

Wednesdays 10.30 – 12.20pm GBLT3

#### **Course Content**

The course examines the people, processes, systems and technologies that determine the value added by a firm's primary products and services. It prepares future managers across every sector of the economy – whether in services, manufacturing, profit or non-profit environments – to lead, organise, plan and control a set of resources, in pursuit of identified goals.

An integrated approach is adopted. Core operations management decisions are integrated with other functions, such as marketing and finance, and with longer-term strategy. Students are taken on a seamless journey from the fundamentals of operations management, through to the multiple approaches, the

various innovations, challenges and risks, and ultimately to models of sustainability and evaluative tools and techniques.

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

- Define the fundamental building blocks, models and key decisions in managing operating assets and resources;
- Analyse multiple approaches, including strategic, process and systems, and industry supply chain perspectives on operations management;
- Describe how various innovations, and the concepts and tools associated with quality management and operational excellence deliver competitive advantage
- Evaluate the challenges and opportunities in managing risk, and attaining sustainable operations in different settings
- 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

### **Overall Course Objectives**

The course has several objectives, which include:

- examining the people, processes, systems and technologies that constitute a firm's primary value-adding activities
- examining the roles and decisions associated with primary value-adding activities in manufacturing, digital technologies and services
- identifying current operations management issues in government and industry sectors of the economy
- critiquing 'best fit' approaches to a local context and 'best practice' approaches informed by operations management practice in the Asia-Pacific region and elsewhere
- 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:

- apply some major theoretical frameworks and concepts relevant to operations and service management;
- critique such frameworks to describe and improve a current system;
- use a set of specific theoretical frameworks and tools to carry out a critical analysis of a specified managerial situation;
- discuss the importance of critical analysis, leadership and communication in operations and service management.

Performance on each of these objectives is assessed by lecture and tutorial participation, projects, and final exam.

### **Course Delivery**

The course will be delivered by lectures (36 hours) based on the course text, and tutorials (7 hours) based on students' plans to apply the course text to an actual operation. Students are responsible for finding an operation that they can 'observe' in some depth, and for active participation in lectures and tutorials.

### **Expected Workload**

Students can expect the workload to be approximately 16 hours per week, including both scheduled contact time (lectures, tutorials, workshops) and non-scheduled time, for each of the 12 weeks of lectures. Students can expect 48 hours of work during study breaks, for a total of 240 hours.

### **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 discussed in class and/or tutorials, however project reports must be individual submissions.

### **Tutorial Signup Instructions:**

Requirements to use this programme:

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

You will only be allowed to enroll in ONE time slot. 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 Undergraduate Programme Manager 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 Undergraduate Programme Manager 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 Undergraduate Programme Manager 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 Undergraduate Programme Manager ASAP.

## Readings

The **required** textbook is: Samson, D. & Singh, P. J. (2008). *Operations Management: An Integrated Approach*. Melbourne, Australia: Cambridge University Press.

The **recommended** textbooks are:

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

## Assessment Requirements

Assignment	Title	Weight	Date
1	Project report 1	25%	Mon 7 <sup>th</sup> Sept 10.30am
2	Project report 2	25%	Mon 14 <sup>th</sup> Oct 10.30am
3	Lecture and tutorial participation	10%	Throughout the course
4	Final Examination	40%	26 <sup>th</sup> Oct to 14 <sup>th</sup> Nov
	<b>TOTAL</b>	<b>100%</b>	

### ***1. Project report 1***

Date: Monday 7<sup>th</sup> September 10.30am                      Marks: 25%

Choose an industry and one or more organizations in that industry, excluding the organizations studied in tutorials. Analyse building blocks and approaches to understanding OM and scope for improvement. Research methods include internet/electronic journal research, personal experience and/or site visits as appropriate. Your report title should include the industry and the name of at least one organization.

This assignment should be presented as a two-part management report, maximum page length (excluding cover sheet and references) 4 pages, maximum word count 2,000 words:

- Part 1. What are the building blocks of the operation? Define the fundamental building blocks, models and key decisions in managing operating assets and resources. Critically evaluate how value is added. (1,000 words)
- Part 2. Analyse the operation from multiple approaches, including strategic, process and systems, and industry supply chain perspectives, as required. Critically evaluate how value is added. (1,000 words)

The first assignment covers weeks 1-6 of the course.

### ***2. Project report 2***

Due: Monday 14<sup>th</sup> October 10.30am                                              Marks: 25%

Choose another industry and one or more organizations in that industry, excluding the organizations studied in tutorials. Analyse how to move forward with OM, and challenges and opportunities. Research methods include internet/electronic journal research, personal experience and/or site visits as appropriate. Your report title should include the industry (which must be unrelated to that studied in Project 1) and the name of at least one organization.

This assignment should be presented as a two-part management report, maximum page length (excluding cover sheet and references) 4 pages, maximum word count 2,000 words:

- Part 3. Critically evaluate the degree to which various innovations, and the concepts and tools associated with quality management and operational excellence have been implemented, and are delivering competitive advantage. (1,000 words)

- Part 4. Critically evaluate the degree to which risks have been managed, sustainability achieved through the management of primary, value-adding operations in the setting observed. (1,000 words)

The second assignment covers weeks 7-12 of the course.

### **3. Tutorial Participation**

Due: See p. 10 for schedule                      Marks: 10%

The mark will be based on your attendance and contribution to tutorial discussions. Details of tutorial assignments are given below. All tutorials focus on the particular aspects of the course text and chapters that will be useful to your success in the course projects.

### **4. Examination**

Date: 27 October – 14 November                      Marks: 40%

The examination is worth 40% of the total marks available for this course. It is open 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 and cases 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:

- submit all the assignments;
- attend at least six of the eight tutorials; and
- 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**

- 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**.
- 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 **Undergraduate Programme Manager**, 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 **Undergraduate Programme Manager** 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.victoria.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.

## **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 compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for diction of future plagiarism, but access to the full text of submissions will not be available to any other party.

**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/](http://www.victoria.ac.nz/st_services/mentoring/)



## Course Content and schedule

Week	Class dates	Lecturer	Topics and related cases and readings	Chapters to Read in Sampson and Singh (2008)	Tutorials
1	13-15 July	LC	Course introduction. What is operations management and Why is it important?	1	No tutorial
2	20-22 July	LC	Operating System Models Case 3	2	No tutorial
3	27-29 July	JS	Key Decisions in OM	3	Ch 2: Case 3 Pilila Clothing
4	3-5 August	JS	Strategic Approaches to Operations Management. Case 2	5	How I will apply Ch. 1-3 to my Project 1
5	10-12 August	JS	Processes and Systems in OM Case 2	6	Ch 5: Case 2 NZ King Salmon
6	17-19 August	JS	Supply Chain or Network Approach to OM. Cases 4, 5 & 10	7	How I will apply Ch. 5-7 to my Project 1
<b>Mid Trimester Break</b>					
7	7-9 Sept	LC	Innovation, Technology and Knowledge Management Cases 1, 2, 11	8	No tutorial
8	14-16 Sept	LC & JS	Quality Management in Operations. Cases 8 & 9	9	Case: Hank Kolb (to be handed out)
9	21-23 Sept	LC	Operations Excellence Cases 1-5, 8 & 11	10	Ch 9 Case 9 Firth Industries
10	28-30 Sept	LC	Managing Risk in Operations	11	How I will apply Ch. 8-10 to my Project 2 Case 5
11	5-6 October	LC	Sustainability in OM Cases 6 & 7	12	How I will apply Ch. 11-12 to my Project 2 Case 7
12	12-14 Oct	LC	Operations Management in Different Settings Case 12	13	No tutorial

LC stands for Lawrie Corbett

JS stands for Jim Sheffield



Victoria Management School

**MGMT314 Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

<b>Assignment</b>	✓
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

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI


**VICTORIA**  
 UNIVERSITY OF WELLINGTON

**Victoria Management School**
**MGMT 314**
**Request for re-examination of assessed work**

	<b>Assessment affected</b> <i>e.g. Individual Assignment, In-class Test</i>	
<b>Student ID</b>	<b>Name</b> <i>As it appears in your enrolment</i>	<b>Tutorial No/Tutor's name</b>
<b>Contact Details</b>	<b>Phone</b> _____ <b>Email</b> _____	

*Specify which section (criteria specified in the mark sheet) you wish to be re-examined*

*Note: requests to re-examine "all" criteria will not be considered.*

---



---



---



---

**Clearly state why you believe each of these sections should be re-examined:**

*Note: "I think it is worth more," is insufficient.*

---



---



---



---



---

In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

.....  
 Signature Date