

Victoria Management School

MGMT312
QUALITY AND ENVIRONMENT MANAGEMENT

Trimester One 2010

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Dr John Moriarty

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ADMINISTRATOR

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TUTORIAL COORDINATOR

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Trimester Dates

Teaching Period: Monday 1st March – Friday 4th June 2010

Study Period: Monday 7th June – Thursday 10th June 2010

Examination Period: Friday 11th June – Wednesday 30th June 2010 (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 from Courses:

Information available via

**Withdrawal dates: Late withdrawals with Associate Dean (Students) permission
(See Section 8: Withdrawals - from the Personal Courses of Study Statute)**

<http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf>

Withdrawal dates: refunds:

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

Class Times and Room Numbers

Lectures:	Day:	Time	Venue
1	Monday	0930-1020	RHLT3
2&3	Tuesday	0930-1120	GBLT4

Tutorials	Day	Time	Venue
Stream 1	Thursday	1030-1120	RWW220
Stream 2	Thursday	1130-1220	RWW220

Course Content

Product quality and wise husbandry of resources are two important factors that contribute to the survival of an organisation. This course will examine the basis of product quality and equip students with analytical and practical tools that measure and advance organisational improvement. Current best practices will be studied with emphasis on the genesis of Total Quality Management, Benchmarking, quality improvement tools, business excellence frameworks, statistical controls for production – including six-sigma techniques and ISO9000 standards. The course will then extend these quality concepts to address resources external to the organisation by examining policies and practices surrounding the use of these environmental resources. During this component the course will cover environmental certification systems, ISO14000, environmental damage and abatement, an introduction to the economic analysis of damage abatement regimes, environmental risk management and practical strategies for dependence on environmental resource usage.

Course Learning Objectives

This course encompasses the consideration of key strategies and operational tactics for continually improving and managing the quality of production and the environmental impacts that arise from doing so.

By the end of the course, students should have the necessary skills to:

- Understand theoretical principles behind organisational scalability and sustainability
- Define and establish basic, effective product quality programmes based upon best practice techniques
- Apply benchmarking techniques to organisational practices
- Apply statistical quality controls to production practices
- Understand and contribute to the implementation of Business Excellence Frameworks or Quality Standards within organisations
- Identify and apply methods for measuring and managing environmental damage using basic economics
- Report competently on quality and environmental improvement practices to management.

Skills will be developed through interaction with industry experts, practices within tutorials, analysis of exemplary organisations, group interaction and discussion within lectures and tutorials.

Course Delivery

The course will comprise a series of formal lectures, readings, statistical experiments, Industry speakers from organisations exemplifying quality and business excellence, in-class exercises and discussion. Emphasis will be placed on student participation. The expected programme is shown below. Note that it may be necessary to re-arrange topics or Industry Visitors if unexpected circumstances arise. Students will be given as much notice of any such changes as is possible.

MGMT 312 Course Outline

Week	Session	Date	Topic
1	1	1/3/10	Introduction to the Course
1	2	2/3/10	Issues, Behaviours and Opportunities <ul style="list-style-type: none"> • Importance of quality-orientated practices in society • Environmental impacts that influence business operations • Behaviours • Basic Principles: You can work it out for yourself!
1	3	2/3/10	Assignment Setting <ul style="list-style-type: none"> • Selection of Topic • Topic Expectations • Report and Presentation
2	1	8/3/10	Theoretical Underpinnings of Sustainable Practice. <ul style="list-style-type: none"> • What is the starting point? • A vital Organisational Condition • Deriving conditions for sustainability • Identifying and measuring sustainable practices • Tools and concepts that flow from the theory
2	2	9/3/10	Scaleable Practices <ul style="list-style-type: none"> • Introduction to scale behaviours and capacity • Foundations of Quality Tools
2	3	9/3/10	Class Activity (Summarising Theory and Scale) Industrial Case Study and Tutorial Assignment
3	1	15/3/10	Introduction to TQM <ul style="list-style-type: none"> • History • Theoretical basis • Thought Leaders
3	2	16/3/10	TQM Tools and Applications <ul style="list-style-type: none"> • Applying TQM to business operations • Appropriate use of tools • Examples
3	3	16/3/10	Statistical Quality Methods <ul style="list-style-type: none"> • Control Limits • Sigma Control • Applications and examples
4	1	22/3/10	Benchmarking <ul style="list-style-type: none"> • Learning from others • Role of Benchmarking in business operations • Effective Benchmarking: defining, establishing its criteria and processes
4	2	23/3/10	Business Excellence Systems <ul style="list-style-type: none"> • Principles, models, characteristics, limitations.
4	3	23/3/10	Visitor: (CEO NZ Business Excellence Foundation)
5	1	29/3/10	Formal Quality Systems <ul style="list-style-type: none"> • ISO 9000 <ul style="list-style-type: none"> • Theoretical issues • Principles • Linkage to broader 'Excellence' systems • ISO 14000 <ul style="list-style-type: none"> • Principles • Implementation.
5	2	30/3/10	Six Sigma Quality <ul style="list-style-type: none"> • Philosophy • Mechanisms • Contexts; Production vs. Process
5	3	30/3/10	Applying Quality Tools Combining with Statistical Quality Methods & Tools
6	1	19/4/10	Quality Summary: Preparation (1st Assignment Due)
6	2	20/4/10	Quality Summary: Review
6	3	20/4/10	Quality Summary: Review (Results in tutorials)

7	1	26/4/10	Introduction to Environment Management <ul style="list-style-type: none"> • Issues and drivers affecting organisational performance
7	2	27/4/10	Cases: Environmental Certification Systems. Green Globe & Qualmark <ul style="list-style-type: none"> • Examination of a local and international environmental certification system
7	3	27/4/10	Visitor (Qualmark)
8	1	3/5/10	Environmental Policy Issues: Public & Private <ul style="list-style-type: none"> • Public and private policy impacts
8	2	4/5/10	Operational Responses to Environmental Issues <ul style="list-style-type: none"> • Lifecycle issues, etc
8	3	4/5/10	Visitor (Tba Environment Policies).
9	1	10/5/10	Introduction to the Treatment of Damage and Abatement <ul style="list-style-type: none"> • Contemporary mechanisms for addressing wastes and pollution.
9	2	11/5/10	Environmental Economics 1 <ul style="list-style-type: none"> • Establishing the economic tools for evaluation of damage and abatement mechanisms
9	3	11/5/10	Visitor (NZ Council for Sustainable Development)
10	1	17/5/10	Environmental Economics 2 <ul style="list-style-type: none"> • Applications of economic tools
10	2	18/5/10	Environmental Economics 3 <ul style="list-style-type: none"> • Applications of economic tools
10	3	18/5/10	Visitor (CRI on Coal or Office of the PCE)
11	1	24/5/10	Environmental Risk & Benefit Management
11	2	25/5/10	Environmental Strategies (Organisational)
11	3	25/5/10	Project Presentations
12	1	31/5/10	Project Presentations
12	2	1/6/10	Project Presentations
12	3	1/6/10	Course Summary

Expected Workload

Students can expect the workload to be approximately 15-16 hours per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and outside class.

Readings

The *recommended* textbooks:

- *Rao, A., Carr, L., Dampolena, I., Kopp, R., Martin, J., Rafii, F., Schlesinger, P. (1996). *Total Quality Management: a cross-functional perspective*. New York, NY: John Wiley & Sons.
- *Field, B. C., & Field, M. K. (2009). *Environmental Economics* (5 ed.). New York, NY: McGraw-Hill/Irwin.

Other textbooks relevant to the course:

- *Gryna, F., Chua, R., De Feo, J., & Juran, J. (2005). *Juran's quality planning and analysis: for enterprise quality*: McGraw-Hill Science Engineering.
- Dallas, N. (2009). *Green Business Basics: 24 lessons for meeting the challenges of global warming*. New York, NY: McGraw Hill.
- *Russo, M. V. (2008). *Environmental Management* (2 ed.). Thousand Oaks, CA: Sage.
- **Gupta, P. (2007). *Six Sigma Business Scorecard* (2 ed.). New York, NY: McGraw Hill.
- Oram, R. (2007). *Reinventing Paradise*. North Shore, NZ: Penguin.
- *Esty, D. C., Winston, A S. (2006). *Green to Gold*. New Haven: Yale University Press.

**Dale, D. G., Van der Weile, Ton, van Iwaarden, J. (2007). *Managing Quality (5 ed.)*. Malden, MA: Blackwell.

Telecom NZ & ODI (1994). *The Telecom Quality Pocketbook*, Telecom & ODI. (PDF version will be available to students via Blackboard).

An * indicates that the reference is expected to be available in the Commerce Library; ** in the Main Library. Other readings and resources will be made available via PDF on Blackboard

Materials

Students will require a basic scientific & statistical calculator to assist them with calculations. Such calculators may be used in examinations. Statistical tables and quality control tables will be provided where required.

Assessment Requirements

Assignment	Title	Weight	Date
1	Comparative Analysis of a small part of Business Excellence Applications by NZAS 2003 vs. 2007.	20%	Due Noon, 19 th April 2010.
2a	Examination and report on the theory or practice of a chosen contribution to Quality Management or Environment Management. (20 pages, spaced 1.5, incl diagrams & references)	30%	Due Noon, 24 th May2010.
2b	Presentation of the report via a 10 minute presentation in either a Class or Tutorial session	10%	Between 25 th May and 1 st June 2010
3	Final Examination	40%	27 Oct– 14 Nov 2009
	TOTAL	100%	

Handing in assignments

Assignments should be dropped in the MGMT 312 Box (Number 27) on the Mezzanine floor of Rutherford House (Pipitea Campus) by the due time on the due date. All completed assignments must have a cover sheet. The cover sheet is in Annex A.

Assignments received after the due time will be deemed to be late, and must be handed to the Administrator for this course in RH912 where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

In-Class Review: Date: 20th April 2010

This 2 hour review will be in the style of an examination and will provide students with a benchmark of their progress during the first part of the course. It is highly recommended that students undertake the review as it will provide a good indication of their learning uptake and identify areas for improvement that should be rectified by the end of the course. The review will be marked then discussed in a tutorial.

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit

purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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 20% of the grade for an assignment which is 10% over the word limit.**

Examination

The examination is worth 40% of the total marks available for this course. It is closed book 2-hour examination. All lecture and tutorial material is examinable.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The final examination for this course will be scheduled at some time during the period from **Examination Period: Friday 11^h June – Wednesday 30th June 2010**

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Submit all assignments within the allowable timeframe (see Penalties section) below (i)); and
- b. To 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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Tutorial Signup Instructions

Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system. Click on MGMT312 and follow the instructions.

Communication of Additional Information

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

MGMT312_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 detection of future plagiarism, but access to the full text of submissions will not be made 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>

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/