

Victoria Management School

**MGMT 314 OPERATIONS AND SERVICES
MANAGEMENT**

Trimester Two 2010

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

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UNDERGRADUATE PROGRAMME MANAGER

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Teaching Period: Monday 12 July to Friday 15 October 2010

End of Year Study Period: Monday 18 October to Thursday 21 October 2010

Examination Period: Friday 22 October to Saturday 13 November 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:

Your fees will be refunded if you withdraw from this course on or before **23 July 2010**

The last date for withdrawal from this course (*assuming it has 12 weeks of lectures, otherwise modify accordingly*) is the three-quarter point of the teaching period, i.e. **Friday 24 September**. After that date, permission to withdraw requires the permission of the Associate Dean (Students) as set out in section 8 of the Personal Courses of Study Statute

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

To apply for permission, fill in the Late Withdrawal form available from either of our Student Customer Service Desks.

Class Times and Room Numbers

Tuesdays 12.40 – 14.30pm RH LT3

Thursdays 12.40 – 13.30pm RH LT3

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.

Course Learning Objectives

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

1. Define the fundamental building blocks, models and key decisions in managing operating assets and resources;
2. Analyse multiple approaches, including strategic, process and systems, and industry supply chain perspectives on operations management;
3. Describe how various innovations, and the concepts and tools associated with quality management and operational excellence deliver competitive advantage
4. Evaluate the challenges and opportunities in managing risk, and attaining sustainable operations in different settings
5. Develop skills for defining and structuring real world operations management problems.

Performance on each of these objectives is assessed by 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:

There will be six tutorials spread across the trimester in weeks 3,4,5,6 and 8, 9.

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 MGMT314 and follow the instructions.

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. Bozarth, C.C., Handfield, R. B. (2008). *Introduction to Operations Management and Supply Chain Management*, 2nd edition, Pearson Prentice Hall.
2. Chase, R. B., Jacobs, F. R. & Aquilano, N. J. (2006). *Operations Management for Competitive Advantage*, 11th edition. Boston, MA: Irwin McGraw Hill.
3. Gardner, D. (2010). *Operations Management for Business Excellence*, 2nd edition, Pearson.
4. Meredith, J. R., Shafer, S. M. (2010). *Operations Management for MBAs*, 4th edition, Wiley.
5. Reid, R. D., Sanders, N. R. (2010). *Operations Management*, 4th edition, Wiley.
6. Russell, B. W., Taylor, R. S. (2009). *Operations Management: Creating Value Along the Supply Chain*, 6th edition, Wiley.
7. Slack, N. (2010). *Operations Management*, 6th edition, Prentice Hall.

Assessment Requirements

Assignment	Title	Weight	Date
1	Project Report 1	25%	Tues 7 th Sept 12.40pm MZ Box #24
2	Project Report 2	25%	Tues 12 th Oct 12.40pm MZ Box #24
3	Tutorial Participation	10%	Throughout the course
4	Final Examination	40%	22 nd Oct to 13 th Nov
	TOTAL	100%	

Relationship between the assessments and the course learning objectives are as follows:

Learning objective	Schedule	Project Report 1	Project Report 2	Tutorial Participation	Final Examination
1	Weeks 1-3	X		X	X
2	Weeks 4-6	X		X	X
3	Weeks 7-9		X	X	X
4	Weeks 10-12		X	X	X
5	Weeks 1-12	X	X	X	X

1. Project report 1

Date: Tuesday 7th September 12.40pm

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: Tuesday 12th October 12.40pm

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: 22nd October – 13th 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 and cases covered during the course are examinable.

Handing in assignments

Assignments should be dropped in the relevant **MGMT 314 Box # 24** 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.

In addition students must submit an electronic copy via the Assignment link on MGMT314 Blackboard.

Assignments received after the due time/date 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.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. submit all the assignments;
- b. attend at least six of the eight 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 **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 – RH 912 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:

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/

Academic Integrity and Plagiarism (for excerpts see below)

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

What is Academic Integrity?

Academic integrity means that university staff and students, in their teaching and learning, are expected to treat others honestly, fairly and with respect at all times. Lying, stealing and misusing others' academic work are not acceptable.

All members of the Victoria University community are responsible for upholding academic integrity.

Academic integrity is important because it is the core value on which the University's learning, teaching and research activities are based. Victoria University's reputation for academic integrity adds value to your qualification.

What is Plagiarism?

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea. Even if it is presented in your own style, you must still acknowledge your sources fully and appropriately. This includes:

- material from books, journals or any other printed source
- the work of other students or staff
- information from the Internet
- software programs and other electronic material
- designs and ideas
- the organisation or structuring of any such material.

Plagiarism undermines academic integrity simply because it is a form of lying, stealing and mistreating others. Plagiarism involves stealing other people's intellectual property and lying about whose work it is. This is why plagiarism is prohibited at Victoria.

Penalties for Plagiarism

Plagiarism is a very serious matter. It is **prohibited** at Victoria.

If you are found guilty of plagiarism, you may be penalised under the Statute on Student Conduct, which can be downloaded from the [policy website](#). You could fail your course or even be suspended from the University.

Plagiarism is easy to detect. The University has systems in place to identify it. Plagiarism is simply not worth the risk.

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	JS	Course introduction. What is operations management and Why is it important?	1	No tutorial
2	20-22 July	JS	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
Mid Trimester Break					
7	7-9 Sept	BC	Innovation, Technology and Knowledge Management Cases 1, 2, 11	8	No tutorial
8	14-16 Sept	BC	Quality Management in Operations. Cases 8 & 9	9	Case: Hank Kolb (to be handed out)
9	21-23 Sept	BC	Operations Excellence Cases 1-5, 8 & 11	10	Ch 9: Case 9 Firth Industries
10	28-30 Sept	BC	Managing Risk in Operations	11	How I will apply Ch. 8-10 to my Project 2
11	5-6 October	JS	Sustainability in OM Cases 6 & 7	12	How I will apply Ch. 11-12 to my Project 2
12	12-14 Oct	JS	Operations Management in Different Settings Case 12	13	No tutorial

JS stands for Jim Sheffield

BC stands for Bob Cavana



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 # 24 labelled with MGMT314



Victoria Management School

MGMT 314

Request for re-examination of assessed work

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

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