

Victoria Management School

MGMT 312 SUSTAINABLE OPERATIONS

Trimester One 2011

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

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ADMINISTRATOR

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TUTORIAL COORDINATOR

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Trimester Dates

Teaching Period: Monday 28th February – Friday 3rd June 2011

Study Period: Monday 6th June – Thursday 9th June 2011

Examination Period: Friday 10th June – Saturday 2nd July 2011 (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 Course

1. Your fees will be refunded if you withdraw from this course on or before 11 March 2011.
2. The standard last date for withdrawal from this course is 14th of May. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation

The application form is available from the Commerce Faculty's Student Customer Service Desk at Pipitea, Ground floor Rutherford House.

Class Times and Room Numbers

Lectures:	Day:	Time	Venue
1&2	Monday	0930-1120	RHLT3
Workshop	Tuesday	1540-1630	RHLT3 (as advised during lectures).

Course Content

Product quality and wise husbandry of resources are two important factors that contribute to the survival or sustainability of an organisation. This course will examine the basis of product quality, equip students with analytical and practical tools that measure, and advance organisational improvement – a necessary condition for sustainability. Current best practices will be studied with emphasis on the genesis of Total Quality Management, Benchmarking theory and tools, Quality improvement tools, Business excellence frameworks ISO9000 standards and Statistical controls for production – including six-sigma techniques.

Course Learning Objectives

This course encompasses the consideration of key strategies and operational tactics for continually improving and managing the quality of production.

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 but effective product quality programmes based upon better practices elsewhere
- 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

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

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. A series of weekly workshops will also examine the practical aspects of recent lecture material where students will work in groups to examine and discuss problems or issues likely to arise in the field. 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	28/2/11	Introduction to the Course
1	2	28/2/11	Issues, Behaviours and Opportunities <ul style="list-style-type: none"> • Importance of quality-orientated practices in society • Business impacts that influence business operations • Behaviours • Basic Principles: You can work it out for yourself! Assignment Setting <ul style="list-style-type: none"> • Selection of Topic • Topic Expectations • Report and Presentation
2	1	7/3/11	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	7/3/11	Scaleable Practices <ul style="list-style-type: none"> • Introduction to scale behaviours and capacity • Foundations of Quality Tools
3	1	14/3/11	Scalable Practices <ul style="list-style-type: none"> • Class Exercises
3	2	14/3/11	Group Class Activity (Summarising Theory and Scale) <ul style="list-style-type: none"> • Industrial Case Study and Tutorial Assignment
4	1	21/3/11	Introduction to TQM <ul style="list-style-type: none"> • History • Theoretical basis • Thought Leaders
4	2	21/3/11	Visitor: New Zealand Fire Service on Business Excellence
5	1	28/3/11	TQM Tools and Applications <ul style="list-style-type: none"> • TQM within business operations • Approaches • Examples
5	2	28/3/11	TQM Tools and Applications <ul style="list-style-type: none"> • Applying TQM tools • Pareto, Ishikawa, Taguchi
6	1	4/4/11	Statistical Quality Methods <ul style="list-style-type: none"> • Control Limits • Sigma Control • Applications and examples
6	2	4/4/11	Statistical Quality Applications <ul style="list-style-type: none"> • Sampling • Decision-making • Exercises
7	1	11/4/11	Six Sigma Quality <ul style="list-style-type: none"> • Philosophy • Mechanisms • Contexts; Production vs. Process
7	2	11/4/11	Six Sigma Applications <ul style="list-style-type: none"> • Applying 6 sigma in goods production • Applying 6 sigma in services production

Mid Term Break			
8	1	2/5/11	Benchmarking <ul style="list-style-type: none"> • Learning from others • Role of Benchmarking in business operations • Effective Benchmarking: defining, establishing its criteria and processes
8	2	2/5/11	Benchmarking Practices <ul style="list-style-type: none"> • Applying benchmarking in common situations
9	1	9/5/11	Benchmarking Practices continued
9	2	9/5/11	Business Excellence Systems Applications Theoretical principles, models, characteristics, limitations.
10	1	16/5/11	Formal Quality Systems <ul style="list-style-type: none"> • ISO 9000/ISO 14000 <ul style="list-style-type: none"> • Theoretical issues • Principles Linkage to broader 'Excellence' systems
10	2	16/5/11	One Hour Test (the second one-hour test is at the workshop on 17/5/11)
11	1	23/5/11	Applying Formal Quality Systems Combining with Statistical Quality Methods & Tools
11	2	23/5/11	Group Presentations 1
12	1	30/5/11	Group Presentations 2 (Workshop time for Presentations 3)
12	2	30/5/11	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 and 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.
- *Slack, N., Chambers, S., & Johnston, R. (2010). *Operations Management* (6 ed.). Harlow: Pearson Education Ltd.

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.
- **Gupta, P. (2007). *Six Sigma Business Scorecard* (2 ed.). New York, NY: McGraw Hill.
- 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.

Group Work

A group assignment is required for Assignment 2. The objectives of this assignment are shared research and understanding of a valuable contributor to sustainable operations within an organisation. The topic is to be selected and approved by the Course Co-ordinator during the period 28th February to 15th April 2011. All members of the group will receive the same assessed mark or grade for the submitted report. An equal contribution is expected from each group member and no group may exceed three students. It is expected that the submitted report shall be well referenced and, well explained in terms of theoretical provenance, evolution over time as well as its ongoing relevance and value to an organisation. The tenor of the report will clearly address the importance of the topic within the context of organisational sustainability. Such a report is likely to be at least 4000 words (excluding references and diagrams).

Assessment Requirements

Assessment	Description	Weight	Date
Assignment 1	Individual Business Excellence Assignment	20%	Noon Fri 15 th April 2011
Assignment 2	a) Group work (two or three (max)/group) on a selected topic. Assignment (4000 wds) and short presentation b) A personal reflection (1000 wds) on the selected topic. Each student's personal perspective on how their Group's selected topic can advance business sustainability in a competitive environment.	15% 5%	Noon Mon 23 rd May 2011
Course Tests	Two one-hour closed book tests covering salient course material to end of week 9	5% + 5%	At the Class & Workshop sessions during week 10
Final Examination	A three hour closed book exam covering the whole course	50%	June 10 th – July 2nd 2011
	TOTAL	100%	

Handing in assignments

Assignments should be deposited in course **Box #27 on RH Mezzanine floor** as specified by Noon on due date. *Late assignments need to be delivered to Luisa in RH1022.* 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.

Course Tests: Date: 16th & 17th May 2011

Two one-hour tests will be in the style of an examination and will provide students with a benchmark of their progress during the course. These tests will provide a good indication of their learning uptake and identify areas for improvement by the end of the course. These tests also contribute up to 10% of the final assessment.

Note: Your assessed work may 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.

Examinations

The examination is worth 50% of the total marks available for this course. It is closed book 2-hour examination. All lecture and workshop 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 10th June – Saturday 2nd July 2011(inclusive)**

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.**

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.

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 check Blackboard regularly 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

Find key dates, explanations of grades and other useful information at

www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at

<http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at

www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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/

ANNEX A



Victoria Management School

MGMT 312 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

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: _____