

Victoria Management School

MGMT 313 STRATEGIC OPERATIONS MANAGEMENT

Trimester One 2011

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Professor Lawrence Corbett

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Website: www.vuw.ac.nz/vms

ADMINISTRATOR

Luisa Acheson

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TUTORIAL COORDINATOR

Garry Tansley

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TUTOR

Fern Wooldridge Hyett

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Trimester Dates:

Teaching Period: Monday 28 February – Friday 3rd June

Study Period: Monday 6 June – Thursday 9 June

Examination Period: Friday 10 June – Saturday 2 July (inclusive)

Withdrawal dates:

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 14 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 either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Lectures: Monday: 1540-1630 Venue: RHLT3
 Wednesday: 1540-1630 Venue: RHLT3

Tutorials: Signup is done through the online programme; 'S-Cube'. You should already have been notified by email about your sign-up to a tutorial. Go to the signup website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system. Click on MGMT312 and follow the instructions. If you have been unable to sign up by the end of the first week of the course please contact the Tutorial Coordinator, Garry Tansley.

Introduction

This course examines the nature, content, development and implementation of an organisation's operations strategy, and the consequent implications for the management of quality, productivity, capacity, and process improvement. As an Advanced Undergraduate course, it builds on concepts from Strategic Management, Operations Management, Marketing and HRM to give students a comprehensive understanding of Operations Strategy. It is intended for students who

- have a strong interest in understanding operations – in either manufacturing or service industries – and the role operations can play in business strategy and competitive advantage.
- are interested in developing greater understanding of operations from a strategic perspective
- perhaps intend at some early stage in their career, either to manage or consult for operations in the service and manufacturing industries.

In particular, it covers:

- An introduction to the key elements of operations strategy and management and their historical context for the delivery of both services and goods.
- Reflecting upon the role of operations strategy and management within the organization and their contribution to wider organizational strategies, goals and objectives.
- Consideration as to how organizations can develop and deploy distinct operational strategies.
- Understanding the context of operations strategy and management and its links with other disciplines of management and other organizations.
- Demonstrating the link between core concepts and modern applications in a number of industries.
- To appreciate the contemporary changes within the field of study and the current research directions.
- To encourage a critical reflection on the orientation and direction of operations strategy and management as a body of learning.

Learning Objectives:

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

LO1; Critique the role of operations strategy within an organisation and its contribution to wider organisational strategies, goals and objectives;

LO2: Analyse, evaluate and recommend changes in the operations strategy of an organisation.

LO3: Integrate knowledge gained in other courses and to deliver additional information in the area of manufacturing and service operations, particularly with regard to the job of the general manager and the operating function.

LO4: Demonstrate a managerial point of view -- a capacity for analysing operating problems on a functional, business, and company-wide basis.

Course delivery

Lectures (two hours per week), supported by a one-hour tutorial in 7 of the 12 weeks of trimester. Invited speakers may deliver some of the lectures on their specialist or practitioner knowledge.

Expected workload

This is a 15-point course and the university workload guidelines are 10 hours per point. Thus your expected total workload for this course would be a maximum of 150 hours. Your lecturer does not expect any student should need to exceed that total.

Total hours for the course: a maximum of 150 (24 hours of lectures, 7 hours of tutorials; approx 119 hours study). On average 12 hours per week, including 2 hours of lectures per week, 1 hour tutorial most weeks, 5 hours course/tutorial reading per week, and on average 4 hours per week for assignment preparation and examination revision purposes. This latter workload for assessment is likely to fall in the few weeks prior to the relevant piece of assessment. For example at least 20 hours preparation for the examination during study week/examination period.

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 and assignments; however reports must be individual submissions, except for the group project report.

Readings

The **required** textbook is:

Slack, Chambers and Johnston, Operations Management, 6th ed., 2010, Prentice Hall/Pearson.

Other **recommended** textbooks and readings will be listed on Blackboard:

Assessment Requirements

A student's overall grade in the paper will be based on the following pieces of assessment. Please do NOT put any of your submitted work in a binder - a plastic sleeve is okay if you want to keep it clean. Ensure your work is stapled in top left of page. Do not use pins, as the markers hate to shed blood over their task.

| Assignment | Title | Weight |
|------------|---|--------|
| 1 | Final exam (Assesses LO1,2,3,4) | 50% |
| 2 | Individual project report (Assesses LO1,2,4) | 15% |
| 3 | Group project report (Assesses LO1,2,4) | 15% |
| 4 | Individual reflection on group project (Assesses LO1, LO4) | 10% |
| 5 | Contribution to class/tutorial discussion (Assesses LO1.2) | 10% |
| | TOTAL | 100% |

All assignments due 4 pm on the due date in drop box #27 on RH Mezzanine floor.

1. Final exam

3-hour open book exam in specified exam period.

Marks: 50%

2. Individual project report

Date due: March 30 @4pm Marks: 15%

Length: 2000 words max

You are required to submit a written report for Question 6 on page 81 in textbook.

3. Group Project Report

Due: May 25 @4pm Marks: 15%

Length: 2000 words max

“Rescue Starbucks” Project



The setting:

“Back in 2006, Starbucks was well on track in its plot for world domination. Sales were booming, the stock price was making fresh highs on a weekly basis, and the company had just announced plans to triple its 12,000 stores worldwide. Shareholders were grinning. The rest of us were deeply afraid.

But the company's grand plans came off the rails. Starbucks expanded too quickly, saturating the market with its pale wood furniture and caramel frappuccinos. When the 2007-08 recession came along, Starbucks was forced to close hundreds of underperforming stores. Shareholder grins froze as the stock price dropped from US\$39 to less than US\$10 (\$51 to \$13).

A lot of people were quite smug about Starbucks' fall from grace. Despite its ubiquitous presence, Starbucks has always been sneered at by certain sections of the public, even more so than other multinational chains like McDonald's or KFC. Anti-Starbucks sentiment is especially prevalent in New Zealand, where the brand has never really taken off. In certain parts of Wellington, walking around with a Starbucks cup will attract dirtier looks than if you were wearing a baby seal overcoat.

Restaurant Brands, owner of the Starbucks New Zealand franchise since 1998, has understandably had enough. The company has made no secret of its desire to offload its 38 Starbucks stores.”

(Nathan Field, NZ Herald Jan 25 2011)

Your task (in groups of 4 max) is to examine/analyse the current operations strategy of Starbucks in Wellington and, using concepts from this course, to make recommendations to a potential purchaser of the chain of stores on a new operations strategy that will see them become the dominant and most preferred coffee shops in town,

4. Individual reflective report on group project

Due: June 1 @4pm Marks: 10%

Length: 2 pages max (11pt font)

The purpose of the Reflective Report is to foster an ability to reflect on your experience and consider ways in which your developing understanding of the theory, which underpins practice, can help you to develop an attitude of critical awareness of your own actions, values, motives etc., and also to the actions, values and motivations of others that you work with.

5. Contribution to tutorials, class discussion and presentations

Date: on-going

All students are expected to be an active participant throughout the entire class (particularly during case discussions) and to contribute to the quality of that discussion. Please note that the frequency (i.e. the quantity) of your interventions in class is not the key criterion for effective class participation. The classroom should be considered a laboratory in which you can test your ability to convince your peers of the correctness of your approach to complex problems and of your ability to achieve the desired results through the use of that approach. Criteria that are useful in measuring effective class participation include:

- (1) Are the points that are made relevant to the discussion? Are they linked to the comments of others?
- (2) Do the comments show evidence of analysis of the case?
- (3) Is there a willingness to participate?
- (4) Is there willingness to test new ideas, or are all comments "safe" (for example, repetition of case facts without analysis and conclusions)?
- (5) Do comments clarify or build upon the important aspects of earlier comments and lead to a clearer statement of the concepts being covered and the problems being addressed?

Important 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.

Examinations

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 Friday 10 June – Saturday 2 July 2011.

Handing in assignments

Assignments should be deposited in course **Box #27 on RH Mezzanine floor** as specified by 4pm 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.

DETAILED LECTURE PROGRAMME 2011

| Week | Lecture # | Date | Topic | Reading Assignment and Class Preparation |
|------|-----------|--------|--|--|
| 1 | 1 | 28 Feb | Introduction to the Course Course outline, expectations, outcomes and schedule Course assessment Introduction to Operations Management | |
| | 2 | 2 Mar | Introduction to Operations Strategy | Chapters 1 & 3 |
| | | | | |
| 2 | 3 | 7 Mar | What do we mean by strategic operations management? | Chapter 3 |
| | 4 | 9 Mar | What do we mean by strategic operations management? | Prepare case study p 82 Longridge Gliding club |
| | | | | |
| 3 | 5 | 14 Mar | Operations performance | Chapter 2 |
| | 6 | 16 Mar | Operations performance | Chapter 2 |
| | | | | |
| 4 | 7 | 21 Mar | Product and service development | Chapter 5 |
| | 8 | 23 Mar | Product and service development | Chapter 5 |
| | | | | |
| 5 | 9 | 28 Mar | Supply network strategy | Chapter 6 Prepare: Inditex, Zara and beyond (handout) |
| | 10 | 30 Mar | Green supply chains | |
| | | | | |
| 6 | 9 | 4 Apr | Process technology strategy | Chapter 8 |
| | 10 | 6 Apr | Process technology strategy | Chapter 8 |
| | | | | |
| 7 | 11 | 11 Apr | Capacity strategy | Chapter 11 |
| | 12 | 13 Apr | Capacity strategy | Chapter 11 |
| | | | | |
| | | | MID TRIMESTER BREAK | |
| 8 | 15 | 2 May | Competing on quality | Chapter 17 |
| | 16 | 4 May | Competing on quality | Case study Steinway (handout) |
| | | | | |
| 9 | 17 | 9 May | Are there substitutes for strategy? | Chapter 18 |
| | 18 | 11 May | Improvement | Chapter 18 |

| | | | | |
|----|----|--------|-----------------------------|------------|
| 10 | 19 | 16 May | Implementation | Chapter 20 |
| | 20 | 18 May | CSR | Chapter 21 |
| | | | | |
| 11 | 21 | 23 May | Sustainability and strategy | Chapter 21 |
| | 22 | 25 May | Project presentations | |
| | | | | |
| 12 | 23 | 30 May | Project presentations | |
| | 24 | 1 Jun | Course wrap up | |

TUTORIAL PROGRAMME

| Session | Week | Assignment / Topic |
|---------|---------------|---|
| 1 | 3 w/c Mar 14 | Textbook p 81 prepare questions 1-4 |
| 2 | 4 w/c Mar 21 | Textbook p 59 prepare questions 1-3 |
| 3 | 5 w/c Mar 28 | Textbook prepare Chatsworth case p 135 |
| 4 | 6 w/c Apr 4 | Textbook prepare Rochem case p 230 |
| 5 | 9 w/c May 9 | Textbook prepare Disney case p 162 |
| 6 | 10 w/c May 16 | Textbook prepare Singapore libraries case p 626 |
| 7 | 11 w/c May23 | Textbook prepare CSR case p 649 |

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- Submit all assignments within the allowable timeframe (see Penalties section below (i))
- Attend a minimum of 5 tutorials
- To obtain at least 40 per cent (i.e. 20 marks out of 50) 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 (this is a fail 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**.

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

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 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.vuw.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, e.g. MGMT313_Bell_Stringer_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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made 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.

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 identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting mis-referencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material

from other sources. 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.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied;

For the following important information follow the links provided:

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 www.victoria.ac.nz/home/study/academic-progress.

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 www.victoria.ac.nz/home/study/calendar (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/

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

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



Victoria Management School

MGMT 313 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

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: _____