

Victoria Management School

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

Trimester Two 2011

**COURSE OUTLINE**

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**COURSE COORDINATOR and LECTURER**

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**ADMINISTRATOR**

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**UNDERGRADUATE PROGRAM MANAGER**

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**TUTOR**

Deane Nicholls  
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**Trimester Dates**

Teaching Period: Monday 11 July – Friday 14 October  
Study Period: Monday 17 October – Thursday 20 October  
Examination Period: Friday 21 October – Saturday 12 November (inclusive)

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before 22 July 2011.
2. The standard last date for withdrawal from this course is Friday September 23. 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

Tuesday	11.30 – 12.20	GBLT3
Friday	11.30 – 12.20	GBLT3

### Tutorials

All tuts are on Mondays		
Room	Start time 8:30	End time 9:20
RWW128	9:30	10:20
RWW221	10:30	11:20
RWW126	16:40	17:30

### Tutorial Signup Instructions

Tutorial 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 MGMT314 and follow the instructions.
- If you have been unable to sign up by the end of the second week of the course please contact [Garry.Tansley@vuw.ac.nz](mailto:Garry.Tansley@vuw.ac.nz)

### 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 (24 hours) based on the course text and recommended readings, and tutorials (7 hours) based on cases, exercises, and 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 10 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 30 hours of work during study breaks, for a total of 150 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.

### **Readings**

The required textbook is

**Slack, Chambers, and Johnston (2010). *Operations Management*, 6<sup>th</sup> edition, Prentice Hall.**

Other *recommended* textbooks and reference books, most available in Library, are:

1. Bozarth, C.C., Handfield, R. B. (2008). *Introduction to Operations Management and Supply Chain Management*, 2<sup>nd</sup> edition, Pearson Prentice Hall.
2. Jacobs, F. R. & Chase R.B. (2010). *Operations and Supply Management*, 13<sup>th</sup> edition. Boston, MA: Irwin McGraw Hill.
3. Gardner, D. (2010). *Operations Management for Business Excellence*, 2<sup>nd</sup> edition, Pearson.
4. Meredith, J. R., Shafer, S. M. (2010). *Operations Management for MBAs*, 4<sup>th</sup> edition, Wiley.
5. Reid, R. D., Sanders, N. R. (2010). *Operations Management*, 4<sup>th</sup> edition, Wiley.
6. Russell, B. W., Taylor, R. S. (2009). *Operations Management: Creating Value Along the Supply Chain*, 6<sup>th</sup> edition, Wiley.
7. Balle, M. and Balle, F., (2006) *The Gold Mine*, Lean Enterprise Institute (available as e-book from Amazon)
8. [Learning to see : value stream mapping to create value and eliminate muda](#) / by Mike Rother and John Shook ; foreword by Jim Womack and Dan Jones. Version 1.4 Cambridge, MA : Lean Enterprise Institute, 2009, c1999.

### **Materials and Equipment**

Laptop computers will not be allowed in the final examination.

### **Assessment Requirements**

Assignment	Title	Weight	Date
1	Project Report 1	30%	Tues 6 <sup>th</sup> Sept 4.00pm MZ Box #25
2	Project Report 2	20%	Wed 12 <sup>th</sup> Oct 4.00pm MZ Box #25
3	Tutorial Preparation & Participation	10%	Throughout the course
4	Final Examination	40%	21 <sup>st</sup> Oct to 12 <sup>th</sup> Nov
	<b>TOTAL</b>	<b>100%</b>	

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 6<sup>th</sup> September 4.00pm

Marks: 30%

Choose an industry and one organization 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, e.g. “attach yourself” to a customer order.

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, with appropriate measurements of performance. (1,000 words)

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

### ***2. Project Report 2***

Due: Wednesday 12<sup>th</sup> October 4.00 pm

Marks: 20%



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.**

### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. submit all the assignments within allowable time frame;
- b. attend at least five of the seven 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.

### **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.

### **Communication of Additional Information**

Additional information will be communicated via Blackboard announcements page or by email.

### **Use of Turnitin (if applicable)**

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

### **Faculty of Commerce and Administration Offices**

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

### **Te Putahi Atawhai**

#### **Maori and Pacific Mentoring Programme**

[http://www.victoria.ac.nz/st\\_services/tpa/index.aspx](http://www.victoria.ac.nz/st_services/tpa/index.aspx)

**Victoria Management School**

**MGMT 314 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: \_\_\_\_\_



# Course Content and Schedule

ANNEX B

\*SCJ refers to chapter in course text

Session #	Date	Topic	Readings and Prep	Cases/Exercises
1	Jul 12	Course intro Intro to OM	Course outline SCJ* 1	
2	Jul 15	Operations performance	SCJ 2	Production arithmetic
3	Jul 19	Operations strategy	SCJ 3	
4	Jul 22	Operations strategy	SCJ 3	Great Nuclear Fizzle
5	Jul 26	Process analysis	SCJ 4	Benihana
6	Jul 29	Layout and flow	SCJ 7	Donner
7	Aug 2	Process analysis Lean	SCJ 15	
8	Aug 5	Process analysis Lean	SCJ 15	
9	Aug 9	Inventory planning and control	SCJ 12	
10	Aug 12	Capacity management	SCJ 11	
11	Aug 16	Capacity management		National Cranberry
12	Aug 19	People, jobs and organisation	SCJ 9	tba
<b>Mid trimester break</b>				
13	Sep 6	Supply chain management	SCJ 6	
14	Sep 9	Supply chain management	SCJ 13	
15	Sep 13	Quality management	SCJ 17	
16	Sep 16	Quality management – SPC		
17	Sep 20	Quality management		Cranbrooke Tea
18	Sep 21	Quality management- Six sigma	SCJ 17	
19	Sep 27	Operations improvement A3	SCJ 20	
20	Sep 30	Operations improvement		
21	Oct 4	Operations improvement		
22	Oct 7	Risk management	SCJ 19	
23	Oct 11	Sustainable OM	SCJ 21	
24	Oct 14	Course wrap up		

# Tutorial Programme

Week	Tut #	Date	Topic	Preparation
1			No tutorial	
2			No tutorial	
3	1	Jul 25	Operations performance	Kristen's Cookies
4	2	Aug 1	Process analysis	Barbara Newell (to be handed out)
5	3	Aug 8	Layout and flow	Waldon Hand Tools (SCJ p203)
6	4	Aug 15	Lean thinking	Boys & Boden (SCJ p453)
<b>Mid trimester break</b>				
7			No tutorial	
8			No tutorial	
9	5	Sep 19	Quality management	Hank Kolb (to be handed out)
10	6	Sep 26	Operations improvement	SPC problem set (to be handed out)
11	7	Oct 3	Operations improvement	How I will apply course content to my Project 2
12			No tutorial	