

VICTORIA MANAGEMENT SCHOOL

**MMBA 520 OPERATIONS AND SERVICES MANAGEMENT**

Trimester 2 2011

**COURSE OUTLINE**

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**Names and Contact Details**

**Course Coordinator** Dr. Arun Abraham Elias  
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**Programme Administrator**

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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)

The course has a 3 hour closed book final examination 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 22 July 2011.
2. The standard last date for withdrawal from this course is Friday 23 September 2011. 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** Mondays 19:40 – 21:30 GBLT3

## **Introduction**

Operations Management deals with the design, operation, and improvement of the systems that create and deliver a firm's primary products and services. Like marketing and finance, operations management is a functional field of business with clear management responsibilities. This course aims to introduce students to the field of operations management, using a systems approach.

## **Programme and Course-related Learning Objectives**

This course will provide students opportunity:

- to develop oral, written and IT-related communication skills
  - through active participation in class discussion
  - through the development and presentation of oral and written reports, using narrative and diagrammatic and other schema as forms of presentation
  - through formal and informal classroom debate
- to develop critical and creative thinking skills
  - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
  - through debate and classroom discussion
- to develop leadership skills
  - through structuring independent study
  - through leading projects and group exercises
  - through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class

## **Course-related Student Learning Objectives**

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

- Appreciate the importance, challenge and creativity involved in managing operations;
- Understand the scope, frameworks, and key issues in the field of operations management;
- Critically evaluate the operations strategies of real world organisations, in terms of stakeholder expectations and sustainable competitive advantage;
- Develop familiarity with the common tools used in operations management to improve the efficiency and effectiveness of operating systems;
- Develop the ability to think systemically to analyse operations management problems and propose improvements.

## **Workload**

Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30 hours during the mid-trimester break.

## **Individual Work**

While the Victoria MBA programme 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 individual assignments.

## Textbook

Jacobs, F. R. and Chase, R. B. (2011) *Operations and Supply Chain Management*, 13<sup>th</sup> edition, Boston, MA: Irwin McGraw Hill.

OR

Jacobs, F. R., Chase, R.B. & Aquilano, N. J. (2009). *Operations and Supply Management*, 12<sup>th</sup> edition. Boston, MA: Irwin McGraw Hill.

## Assessment Requirements

Students will prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work. Assignments are to be handed in directly to the Course Coordinator.

### Course Assessment

Assignment	Value	Due Date
1. Describing an Operating System	15%	15 August 2011
2. Analysing and Improving an Operating System Presentation* Report	20%	10 October 2011
3. Class Exercises	10%	During lectures (from week 1 to week 10)
4. Class Test	5%	During the lecture on week 4
5. Final Examination	50%	21 Oct – 12 Nov

\* Presentations: 3rd or 10th October 2011

### Assessment Guidelines

The paper consists of two projects, class exercises, class test, and a final examination. The first two assignments should be presented as management reports. The details of these assignments are given below:

#### *Describing, Analysing and Improving an Operating System*

You will select an organisation as the host for your MMBA 520 assignments 1 and 2. In this organisation you should concentrate on an actual operation. The criteria for your selection of the organisation should include:

- It should be a real world organisation based in New Zealand
- It should perform an actual operation
- You should have access to observe the operation

*Selection of observation site:* There are very few limits on what you can observe. You cannot, however, rely on past experience or recollection for this exercise - you must observe an operation as it runs *now*. As examples, students interested in manufacturing will find operations ranging from job shops to assembly lines in the Wellington region. Students interested in services have a spectrum, which ranges from those as simple as a hair stylist, as complicated as

air traffic control, and as subtle as an art exhibition. Those interested in public services might consider a police patrol, or spending a night in a homeless shelter.

One additional rule: be creative, get as close to the operating system as you can, whilst respecting the rights of individuals and organisations.

### **Assignment 1: Describing an Operating System**

You will describe an actual operation of your host organisation in its existing form. In your description you will:

- Present the existing operation as an operating system,
- Describe and evaluate the operations strategy involved
- Conduct a stakeholder analysis for the system and
- Develop a process map for the operating system that you observed

*Due Date: 15 August 2011*

*Value: 15%*

*Length: Maximum 6 pages double-spaced text, excluding figures, tables and other exhibits.*

### **Assignment 2: Analysing and Improving an Operating System**

You will select one of your group members' organisations for this assignment. You will analyse and improve the operating system you observed, using some of the operations management tools. In your project you will:

- Understand and improve the description presented by a group member as assignment 1
- Critically examine the operating system, using appropriate operations management tools discussed in this course
- Conduct a benchmarking study for the operating system
- Use other appropriate operations management concepts and tools to improve the operating system.
- Provide an individual reflection

*Report Due Date: 10 October 2011*

*Value: 20% for Presentation and Report*

*Length: Maximum 20 pages double-spaced text, excluding figures, tables and other exhibits.*

This project consists of two parts. First, the group will give a 15 minute presentation followed by about 10 minutes of discussion during any one of the following days:

3<sup>rd</sup> or 10<sup>th</sup> October 2011. The dates for group presentation will be decided using a lucky draw.

You also have to present a management report for this project (due date: 10 October 2011).

### **Assignment 3: Class Exercises**

Class exercises will be conducted during the lectures from week 1 to week 10. They will be based on the topics covered in that particular lecture. During the last 20-30 minutes of the class, students will discuss these exercises (e.g. case studies, numerical exercises) and submit the results before leaving the class. This will be a group assignment.

### **Assignment 4: Class Tests**

A class test (not open book!) will be conducted during the beginning of the lecture on week 4. The test will be based on the topics covered in weeks 1 to 3. The test will consist of 10 multi-choice questions and is worth 5% of the course marks. This will be an individual assignment.

### **Assignment 5: Final Examination**

A three-hour final examination (closed book) will be held during the final examination period.

## **Quality Assurance 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.

## **Mandatory Course Requirements**

To meet mandatory course requirements, students must:

- (i) submit Assignments 1 and 2 on the due dates, and
- (ii) obtain at least 40 per cent 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 or on the Mezzanine Floor Notice-board.

## **Penalties**

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A "zero" mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

## **Victoria MBA Grading Standards are as follows:**

### **Excellent Category**

A- (75 – 79%) to A (80 – 84%) to A+ (85% and above): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

### **Very Good Category**

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds "competency".

### **Good Category**

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

### **Satisfactory Category**

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

### **Marginal Category**

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to "fail" the student.

Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

### **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>

### **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details will be 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 and information on any changes will be conveyed to students via class announcements and in written form on the university blackboard server for MMBA 520.

**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 Pūtahi 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)

### Lecture Schedule - MMBA 520 – 2011

Week	Topics	Readings
1	Course Introduction Operating Systems Nature of Operations Management Systems Approach to Operations Management	Chapter 1 Class Exercise: The Art of Systems Thinking
2	Operations Strategy Sustainable Competitive Advantage Stakeholder Analysis	Chapter 2 Reading 1 Class Exercise: Stakeholder Analysis
3	Operating System Analysis -1 Process Charts Blue Prints	Chapter 5 Chapter 6 Class Exercise: 100 Yen Sushi Case
4	Operating System Analysis -2 Critical Examination Work Measurement	Chapter 5 A Class Exercise: Work Measurement
5	Plant Tour	Class Exercise: Plant visit report
6	Operating System Improvement Models Benchmarking Continuous Improvement	Chapter 13A Class Exercise: Benchmarking
	<i>Mid trimester Break</i>	
7	Quality Management Quality Gurus Quality Control Tools	Chapter 9 Class Exercise: Hank Kolb Director Quality Assurance (p. 324-325 of textbook)
8	Statistical Quality Control Statistical Process Control SPC Charts	Chapter 9A Technical Note 8 Class Exercise: SPC Charts
9	Scheduling Job Sequencing Priority Rules	Chapter 19 Class Exercise: Job Sequencing
10	Operating Systems Modelling Qualitative Modelling Quantitative Modelling	Reading 2 Class Exercise: Systems Modelling
11	Group Project Presentations	
12	Course Revision Student Evaluations Group Project Presentations	