

School of Management

MGMT 312 SUSTAINABLE OPERATIONS

Trimester One 2012

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

A/Prof Bob Cavana

Room: RH 904, Rutherford House

Phone: 463 5137

Email: bob.cavana@vuw.ac.nz

Website: www.vuw.ac.nz/vms

ADMINISTRATOR

Luisa Acheson

Room: RH 1022, Rutherford House

Phone: 463 5381

Email: luisa.acheson@vuw.ac.nz

Trimester Dates

Teaching Period: Monday 5 March – Friday 8 June

Study Period: Monday 11 June – Thursday 14 June

Examination Period: Friday 15 June – Wednesday 4 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 16 March 2012.
2. The standard last date for withdrawal from this course is Friday 18 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: Tuesday 13:40 – 15:30 in GBLT2

Tutorials*:

Tut 1	Wed	12:40 – 13:30	in	RWW311
Tut 2	Wed	2:40 – 3:30	in	RWW128
Tut 3	Wed	3:40 – 4:30	in	GBG04
Tut 4	Wed	4:40 – 5:30	in	RWW311

*Computer Labs will be held at the same tutorial times in weeks 7-10 in RWW202.

Course Content

Product quality and excellent management 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 state of the art practices will be studied with emphasis on the genesis of total quality management, quality improvement tools, business excellence frameworks, ISO9000 standards and statistical quality controls for operations – 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 and services.

By the end of the course, students should have the necessary skills to:

- LO1:* Understand theoretical principles behind quality management, business excellence and organisational sustainability;
- LO2:* Define and establish basic but effective product and service quality programmes based upon 'best' practices;
- LO3:* Apply statistical quality controls to production and service delivery practices;
- LO4:* Understand and contribute to the implementation of business excellence frameworks or quality standards within organisations;
- LO5:* Report and communicate effectively on quality improvement practices in managerial situations.

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 regular tutorials and computer laboratories will also examine the practical aspects of recent lecture material where students will work in groups to examine, discuss and analyse problems or issues likely to arise in the field.

Lectures will be held for 2 hours per week.

Tutorials or computer laboratories will be for one hour per week for 7 of the 12 weeks of the trimester.

MGMT 312 Sustainable Operations
Course Content & Schedule, 2012

WEEK	DATES	TOPICS	READINGS (1), (2)	TUTORIALS/ COMPUTER LABS (3)
1	6 Mar	Course overview Intro to quality management in organisations	Ch 1 & 2	-
2	13 Mar	Philosophies & frameworks Strategic focus for performance excellence	Ch 3 Ch 4	-
3	20 Mar	Visitor: Mr Bill Butzbach, Director Strategic Development, NZ Fire Service Focusing on customers	Ch 5	-
4	27 Mar	High performance workforce management Process management	Ch 6 Ch 7	Tut 1
5	3 Apr	Performance measurement	Ch 8	Tut 2
<i>MID-TRIMESTER BREAK</i>				
6	24 Apr	TQM & statistical tools & applications <i>[Asst 1 due – business excellence assignment]</i>	Ch 10	-
7	1 May	Six sigma & process improvement	Ch 11	Tut 3
8	8 May	Visitors: Ms May Haines, Manager Organisational Performance & Risk, Hutt City Council Mr Mike Watson, CEO, NZ Business Excellence Foundation Process improvement techniques	Ch 11	Tut 4
9	15 May	Statistical process control	Ch 13	Tut 5
10	22 May	Statistical process control cont'd Quality design issues	Ch 13 Ch 12	Tut 6
11	29 May	Group project presentations [Asst 2a] [Asst 2b due - Group project report]		Tut 7
12	5 Jun	Leading, building & sustaining performance excellence Course review <i>[Asst 2c due – personal reflections essay]</i>	Ch 9	-

Notes:

- (1) The chapters & cases are from the course textbook *Managing for Quality and Performance Excellence, 8th ed.*, by JR Evans and WM Lindsay (2011).
- (2) Additional readings each week will be available on blackboard or distributed in class.
- (3) Tutorial and computer lab schedule to be announced on Blackboard.

Expected Workload

One point should equate to 10 hours of work, which means a total of 150 hours for a 15-point course, which will typically be spread over a 15 week period (the 12 teaching weeks, mid-trimester break, study week). Time spent on work outside class has to be an estimate for an average student.

Readings

The *required* textbook is:

Evans JR and Lindsay WM (2011). *Managing for Quality and Performance Excellence*, 8th edn., South-Western Cengage Learning, Mason OH.

Available at Vicbooks (about \$150).

Also an e-book for this textbook (about \$90 with a 2 year license) is available at the following web site:

<http://academybooks.co.nz/product/isbn/9781133460633/>

Other textbooks relevant to the course include:

*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.

*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.

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 or provided in class.

Useful Internet Materials

The Operations Management Center (OMC) - A great source of information about OM and TQM. <http://www.mhhe.com/omc/index.html>

National Institute of Standards and Technology: Baldrige Performance Excellence Program <http://www.nist.gov/baldrige/>

New Zealand Business Excellence Foundation: www.nzbef.org.nz

A great source of TQM/SPC software for EXCEL.

<http://www.ganeshha.org/freesoft.html>

American Society for Quality website: <http://www.asq.org>

A site with free information and materials about TQM: <http://www.freequality.org>

Great sources of publications and tools for TQM:

<http://www.goalqpc.com/>

<http://www.4ulr.com/products/productquality/index.html>

Materials and Equipment

Students will require a basic scientific or 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 prior to 2nd May 2012. 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 four 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. The maximum length for the report will be 3,000 words (excluding references, diagrams and appendices).

Assessment Requirements

Assessment	Description (1)	Weight	Date
Assignment 1	Individual Business Excellence Assignment (max 2,000 words) <i>[Assesses LO 1 & 5]</i>	25%	Noon Tues 24 th April
Assignment 2	(a) Group quality management project (two to four/group) on a selected topic (max 3,000 words) <i>[Assesses LO 2-5]</i>	10%	(a) Noon Thurs 31st May (group report)
	(b) Short group presentation (10 mins) <i>[Assesses LO 5]</i>	5%	(b) In class or tutorial - Tues 29 or Weds 30 May
	(c) A personal reflection essay related to the group project (max 1,000 words). <i>[Assesses LO 4 & 5]</i>	10%	(c) Noon Tues 5 June (reflections essay)
Final Examination	A 3 hour closed book exam <i>[Assesses LO 1-5]</i>	50%	Fri 15 June – Wed 4 July
	TOTAL	100%	

(1) Further details of the assignments will be provided in class and made available on Blackboard.

Handing in assignments

Assignments should be deposited in course **Box #23 on RH Mezzanine floor** as specified by Noon on due date. *Late assignments need to be delivered to Ms Luisa Acheson in RH1022.* All completed assignments must have a cover sheet. The cover sheets are in Annex A for an individual assignment and Annex B for the group assignment. 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.

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 3-hour examination. All material covered on the course 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 Friday 15 June – Wednesday 4 July (inclusive).

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>

Penalties

- (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 5% 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 written assignments within one week of the scheduled date;
- b. present the group project on the scheduled date and time; and
- c. 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.

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.

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.

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

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
MGMT300_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 (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

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/>

Te Putahi Atawhai - Maori and Pacific Mentoring Programme: <http://www.victoria.ac.nz/tpa/>

ANNEX A



School of Management

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: _____

ANNEX B



School of Management

MGMT 312 GROUP Assignment Cover Sheet

Name: _____ Student ID: _____

Name: _____ Student ID: _____

Name: _____ Student ID: _____

Name: _____ Student ID: _____

Lecturer's Name: _____

Date Due: _____

Date Submitted: _____

We, the undersigned, have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.

Signed: _____

Signed: _____

Signed: _____

Signed: _____

We agree to an equal share of the marks awarded Yes / No (Please circle)

If **No**, please attach a letter detailing your preferred split of marks, **signed by all group members**.

If an extension has been granted, please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____