

School of Management

MGMT 314
OPERATIONS AND SERVICES MANAGEMENT

Trimester 2 2012

COURSE OUTLINE

Names and Contact Details
COURSE COORDINATOR

Professor Lawrence Corbett

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Email: lawrence.corbett@vuw.ac.nz

Website: www.vuw.ac.nz/som

Office hours: Wed and Fri 10.00-12.00 or by arrangement

ADMINISTRATOR & UNDERGRADUATE PROGRAMME MANAGER

Garry Tansley

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TUTOR

Lincy Varghese

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Trimester Dates

Teaching Period: Monday 16 July – Friday 19 October

Study Period: Monday 22 October – Thursday 25 October (Monday 22 October is a public holiday, Labour Day)

Examination Period: Friday 26 October – Saturday 17 November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 27 July 2012.
2. The standard last date for withdrawal from this course is Friday September 28. 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

Wednesday 12.40-14.30 GBLT3

Tutorials

Room	Start	Day
RWW315	10.30 - 11.30	Mon
RWW312	12.30 - 13.30	Mon
RWW413	14.30 - 15.30	Mon
RWW127	15.30 - 16.30	Mon

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 students' plans to apply the course text to an assigned problem or situation.

Expected Workload

Students can expect the workload to be approximately 10 hours per week, including both scheduled contact time (lectures and tutorials) 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.

Readings

The **required** textbook is

Jacobs and Chase **OPERATIONS AND SUPPLY CHAIN MANAGEMENT: THE CORE** (3rd edn) McGraw-Hill Irwin,

Required e-book

Balle, M. and Balle, F., (2006) *The Gold Mine*, Lean Enterprise Institute.

Other **Recommended** textbooks and reference books available in Library are:

1. Bozarth, C.C., Handfield, R. B. (2008). *Introduction to Operations Management and Supply Chain Management*, 2nd edition, Pearson Prentice Hall.
2. Jacobs, F. R. & Chase R.B.. (2010). *Operations Management for Competitive Advantage*, 13th edition. Boston, MA: Irwin McGraw Hill.
3. Gardner, D. (2010). *Operations Management for Business Excellence*, 2nd edition, Pearson.
4. Meredith, J. R., Shafer, S. M. (2010). *Operations Management for MBAs*, 4th edition, Wiley.
5. Reid, R. D., Sanders, N. R. (2010). *Operations Management*, 4th edition, Wiley.
6. Russell, B. W., Taylor, R. S. (2009). *Operations Management: Creating Value Along the Supply Chain*, 6th edition, Wiley.
7. [Managing to learn : using the A3 management process to solve problems, gain agreement, mentor and lead](#) / by John Shook ; foreword by Jim Womack. Version 1.0. Cambridge, MA : Lean Enterprise Institute, [2008]
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	Case study	25%	Tues 11 th Sept 4 pm
2	Book review	15%	Tues 16 th Oct 4 pm
3	Class exercises and Tutorial Preparation & Participation	20%	Throughout the course
4	Final Examination	40%	26 th Oct to 17 th Nov
	TOTAL	100%	

Relationship between the assessments and the course learning objectives are as follows:

Learning objective	Schedule	Case study	Book review	Class Exercises and 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. Case study

Date: Tuesday 11th September 4.00pm Marks: 25%

Debate the case for and against the operations policies at Micronair.

2. Book review

Due: Tuesday 16th October 4.00 pm Marks: 15%

Prepare a one page summary of *The Gold Mine* formatted as follows:

1. List your (at most) 6 main takeaways from the book (at most 2-3 sentence each); and
2. List the (at most) 4 main critiques (at most 2-3 sentence each) you would make about this book.

3. Class and Tutorial Participation

Due: See below for schedule Marks: 20%

Class exercises will be conducted during the lectures from week 1 to week11. 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.

The mark will also be based on your attendance and contribution to tutorial discussions. Details of tutorial assignments are given below. All tutorials focus on the particular aspects of the course text and chapters that will be useful to your success in the course projects.

4. Examination

Date: *in period* 26 October – 17 November Marks: 40%

The examination is worth 40% of the total marks available for this course. It is **closed book** three-hour examination. You will be asked to answer questions that will require you to draw on different theories covered in the course. All book chapters and cases covered during the course are examinable.

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 FCom 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 26 October – Saturday 17 November (inclusive).

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 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 in hard copy and soft copy (Turnitin) 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

Student work provided for assessment in this course will 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 Office

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

Te Putahi Atawhai

Maori and Pacific Mentoring Programme

<http://www.victoria.ac.nz/tpa/>

Course Content and Schedule

ANNEX A

*J&C refers to chapter in course text

Session #	Date	Topic	Readings and Prep	Cases/Exercises
1	Jul 18	Course intro Intro to OSCM	Course outline J&C* 1	“The candy factory”
2	Jul 25	Operations performance	J&C 2	Efficiency and effectiveness
3	Aug 1	Strategy and sustainability	J&C 3	Timbuk2 (J&C pg43)
4	Aug 8	Capacity management	J&C 4	Problem set
5	Aug 15	Projects	J&C 5	Problem set
6	Aug 22	Quality management (Dr A Elias)	J&C 10	Hank Kolb
Mid trimester break				
7	Sep 12	Quality management SPC	J&C 10	SPC problem set
8	Sep 19	Process analysis	J&C 6	Production arithmetic
9	Sep 26	Process analysis	J&C 7	Problem set
10	Oct 3	Lean supply chains	J&C 12	Problem set
11	Oct 10	Lean supply chains	J&C 12	VSM
12	Oct 17	Global sourcing Course wrap up	J&C 13	

Tutorial Programme

Week	Tut #	Date	Topic	Preparation
1			No tutorial	
2			No tutorial	
3	1	Jul 30	Operations management	J&C p22 Qns 3-6
4	2	Aug 6	Operations strategy	RIM (to be handed out)
5	3	Aug 13	Capacity management	Shouldice (J&C p115)
6	4	Aug 20	Projects	J&C p167 Product design project
			Mid trimester break	
7		Sep 10	No tutorial	
8		Sep 17	No tutorial	
9	5	Sep 26	Quality management	SPC problem set (to be handed out)
10	6	Oct 1	Process analysis	Waldon Hand Tools (to be handed out)
11	7	Oct 8	Lean thinking	Boys & Boden (to be handed out)
12			No tutorial	