

School of Management

MGMT 313
STRATEGIC OPERATIONS MANAGEMENT

Trimester 1, 2013

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

Professor Lawrence Corbett

Room: RH 901, Rutherford House

Phone: 463 5138

Email: lawrence.corbett@vuw.ac.nz

Website: www.vuw.ac.nz/som

ADMINISTRATOR & UNDERGRADUATE PROGRAMME MANAGER

Tricia Lapham

Room: RH1022

Phone: 463 5397

Email: tricia.lapham@vuw.ac.nz

Garry Tansley

Room: RH 915, Rutherford House

Phone: 463 6968

Email: garry.tansley@vuw.ac.nz

TUTOR

Ben Butler-Hogg.

Email: benbutlerhogg@gmail.com

Trimester Dates

From Monday 4 March to Friday June 7.

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 15 March 2013.
2. The standard last date for withdrawal from this course is Friday 17 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.

When and where do we meet?

Lectures:

Mondays 13.40-15.30 GBLT3

Tutorials:

Tutorials commence Week 3. There are four timeslots available.

Mondays RHGO1 15.40-16.30

Wednesdays RWW315 12.40-13.30

Wednesdays RWW311 13.40-14.30

Wednesdays RWW312 16.40-17.30

Course Delivery

The class sessions will consist of lectures and discussions of relevant and current issues. It is planned to have some visiting speakers to deliver some of the lectures on their specialist or practitioner knowledge. The tutorials will examine assigned case studies and problems. This course is internally-assessed and there is no final exam.

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.

Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 31 hours of classes, eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 23 hours during mid-trimester break and study week. Time spent on work outside class has to be an estimate for an average student.

What's the coolest thing I'll learn from this class?

You'll be able to examine 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.

Course content

Students analyse the relationships between manufacturing and service companies and their suppliers, customers, and competitors. The course covers strategic decisions in technology, facilities, vertical integration, human resources, and other areas, and also explores means of competition such as cost, quality, and innovativeness.

If you have been accepted into this course then you have achieved the academic prerequisites; this is not a math course and nothing done in this course requires more than high school maths.

I expect the class to be made up of 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:

- Introducing 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.
- Considering 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.
- Appreciating the contemporary changes within the field of study and the current research directions.
- Encouraging a critical reflection on the orientation and direction of operations strategy and management as a body of learning.

Course Learning Objectives:

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

CLO1; Critique the role of operations strategy within an organisation and its contribution to wider organisational strategies, goals and objectives;

CLO2: Analyse, evaluate and recommend changes in the operations strategy of an organisation.

CLO3: 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.

CLO4: Demonstrate a managerial point of view i.e. a capacity for analysing operating problems on a functional, business, and company-wide basis.

Readings

The *required* textbook is:

Slack, and Lewis, *Operations Strategy*, 3rd edn., 2010, Prentice Hall/Pearson.

Other *recommended* textbooks and readings will be listed on Blackboard or provided in class:

Other Materials, Resources and Equipment

You'll need access to a computer, the internet, a printer, paper and writing instruments.

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	Operations strategy comparison project (Assesses LO1,2,3,4)	50%
2	Case assignments (2 @ 15%) (Assesses LO1,2,4)	30%
3	Contribution to class/tutorial discussion (Assesses LO1.2)	20%

All assignments due 4 pm on the respective date with hard copy to be placed in dropbox #24 on RH Mezzanine floor, and electronic copy uploaded through Assignments tab in Blackboard.

1. Operations strategy comparison project

Due date: June 5

A detailed description of the assignment is on Blackboard>>Assignments tab

2. Case assignments

Two case assignments need to be completed.

Date due for #1: Friday April 5 @ 4pm *Engineering Inspection and Insurance Company*

Due date for #2: Wednesday May 15 @ 4pm *Bonkers Chocolate Factory*

Format for Case Write-up

Assume you are writing to someone who knows the facts; keep it succinct because nobody likes reading long reports. The write-up is not to exceed three single-spaced pages of typed text (not smaller than 12 pt. font, please), with up to three supporting exhibits. Your paper should be guided by the study questions provided on Blackboard - click on Assignment tab in LH sidebar to go directly.

3. Contribution to tutorials, class discussion and presentations

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.

Handing in assignments

Soft copy: to be uploaded through Blackboard

Hard copy: Assignments should be deposited in course **Box #24 on RH Mezzanine floor** as specified by 4pm on due date. *Late assignments need to be delivered to Tricia 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.

Penalties

Late assignments are to be handed in at **Level 10 Reception, RH 1022**, during Reception Desk hours, **9am till 5pm Monday to Friday during term time.** An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and signed by** the Administrator for the course or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays.

Penalties – for Lateness

- (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). **Closed University days, Saturdays, Sundays and public holidays** will be included when counting the number of days late. An assignment late day begins from the time the assignment is due. 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 **Course Coordinator**, providing documentary evidence of the reasons of their circumstances.

- (iv) All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. 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.
- (v) 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 **Course Coordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (vi) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

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.

For marks: 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.

For grades: If the grade differs by one grade then the highest grade is taken. If the grade differs by more than one grade then the assignment is marked by a third marker and the average grade is taken.

Experience from previous years is that almost all remarks are within 10% or one grade and where there is a change in mark or grade, half the assignments go up and half go down. Occasionally there is a significant shift in the mark or grade. Application for remarks must be made within 5 days after the assignments are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex B) 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 a minimum of 5 days for remarks to be completed.

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 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 submitted to Turnitin. A copy of submitted materials will be retained 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.

COURSE CALENDAR (On Blackboard)

READINGS (on Blackboard)

TUTORIAL PROGRAMME (on Blackboard)

Mandatory Course Requirements

To meet Mandatory Course Requirements, in addition to obtaining an overall course mark of 50% or better, students must:

- a. Submit all assignments within the allowable timeframe (see Penalties section above (i))
- b. Attend a minimum of 5 tutorials

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.

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.

Referencing

There are many different styles of referencing and the Faculty of Commerce 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 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 check Blackboard regularly 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.

Link to general information

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.



School of Management

MGMT 313

Request for re-examination of assessed work

	Assessment affected <i>e.g. Individual Assignment, In-class Test</i>	
Student ID	Name <i>As it appears in your enrolment</i>	Tutorial No/Tutor's name
Contact Details	<i>Phone</i> _____ <i>Email</i> _____	

Specify which section (criteria specified in the mark sheet) you wish to be re-examined

Note: requests to re-examine "all" criteria will not be considered.

Clearly state why you believe each of these sections should be re-examined:

Note: "I think it is worth more," is insufficient.

In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

.....
 Signature Date