

School of Management

MGMT 312 SUSTAINABLE OPERATIONS

Trimester 1, 2014

COURSE OUTLINE

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/som

UNDERGRADUATE PROGRAMME MANAGER

Garry Tansley

Room: RH 915, Rutherford House

Phone: 463 6968

Email: Garry.Tansley@vuw.ac.nz

ADMINISTRATOR

Misa Ito

Room: RH 1022, Rutherford House

Phone: 463 5397

Email: misa.ito@vuw.ac.nz

Trimester Dates:

Teaching Period: Monday 3rd March – Friday 6th June 2014.

Study Period: Monday 9th June – Thursday 12th June 2014.

Examination Period: Friday 13th June – Wednesday 2nd July (inclusive) 2014.

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before **Friday 14th March 2014**.
2. The standard last date for withdrawal from this course is **Friday 16th 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: Wednesday
Time: 12.40 – 2.30pm
Venue: GBLT3

Tutorials in weeks 3, 4, 5, 6 & 8:

| | | | | |
|-------|------|-----------------|----|---------|
| Tut A | Mon | 3:40 – 4:30 pm | in | RWW 129 |
| Tut B | Mon | 4:40 – 5:30 pm | in | RWW 126 |
| Tut C | Tues | 8:30 – 9:20 am | in | RWW 126 |
| Tut D | Tues | 9:30 – 10:20 am | in | RWW 220 |

Computer Labs will be at the same tutorial times in weeks 9-11, but held in the Railway Building computer laboratory in RWW402.

Tutorial Signup Instructions

Tutorial signup is done through the online programme; 'S-Cube'. Please direct any enquiries about tutorial signup to the Undergraduate Programme Manager, Garry Tansley.

Course Content

Key strategies and operational tactics for continually improving and managing the quality in, and the environmental impact of, manufacturing and service organisations. The course examines why businesses have adopted these strategies, and how they operationalise them to achieve long-term sustainability.

Product quality and excellent management of resources are two important factors that contribute to the survival or sustainability of an organisation. This course will provide an introduction to business sustainability, and focus on examining the basis of product and service quality, equipping students with analytical and practical tools that measure, and advance organisational improvement – a necessary condition for organisational sustainability.

Course Learning Objectives

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

- LO1:* Understand the theoretical principles and frameworks underpinning quality management, continuous improvement, business excellence and organisational sustainability;
- LO2:* Apply appropriate statistical methods and other analytical approaches to quality management issues related to production and service organisations;
- LO3:* Critically evaluate the contribution of business excellence frameworks and sustainable operations practices within organisations;
- LO4:* Report and communicate effectively on quality improvement & sustainable 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 sustainability 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 8 of the 12 weeks of the trimester.

The planned course schedule is shown below. Note that it may be necessary to re-arrange topics or Industry Visitors if unexpected circumstances arise. Students will be given as much notice of any such changes as is possible.

MGMT 312 Sustainable Operations

Course Content & Schedule, 2014

| WEEK | DATES | TOPICS | READINGS (1), (2), (3) | TUTORIALS/ COMPUTER LABS (4) |
|----------------------------|--------|--|---|---|
| 1 | 5 Mar | Course overview Introduction to sustainability | M <i>et al</i> Ch1&2 | - |
| 2 | 12 Mar | Sustainability in operations management Sustainable production Industry Visitor: Mr Andrew Wilks, Environmental Manager, VUW | Goldsmith & Samson Ch 12 M <i>et al</i> Ch11 | - |
| 3 | 19 Mar | Systems approaches to sustainability Sustainability of the NZ fishing industry Drivers of quality in NZ health services | Daellenbach(1994) Maani & Cavana (2007) Cavana <i>et al</i> (1999) | Tut 1 – case 1 |
| 4 | 26 Mar | Sustainable business reporting Industry Visitor: Ms Dawn Baggaley, Corporate Sustainability Manager, NZ Post | M <i>et al</i> Ch8 NZ Post 2013 Annual Report www.nzpost.co.nz | Tut 2 – case 2 |
| 5 | 2 Apr | Foundations of quality management Focusing on customers Rail passenger service quality | E&L Ch1,2&3 Cavana, Corbett & Lo, (2007) | Tut 3 – case 3 |
| 6 | 9 Apr | Process management Performance measurement | E&L Ch5&12 Schneiderman (1999) | Tut 4 – case 4 |
| 7 | 16 Apr | Baldrige framework for performance excellence Industry Visitor: Mr Geoff Stuart, Divisional Manager Regulatory Services, Hutt City Council | E&L Ch10 | <i>(no tut)</i> Asst 1 due 16 Apr: Sust Ops Essay |
| MID-TRIMESTER BREAK | | | | |
| 8 | 7 May | Strategic focus for performance excellence Statistical methods in quality management | E&L Ch6&11 | Tut 5 – <i>discuss Asst 2 topics</i> |
| 9 | 14 May | Measuring & controlling quality | E&L Ch8 | Tut 6 – lab 1 |
| 10 | 21 May | Process improvement & Six Sigma | E&L Ch9 | Tut 7 – lab 2 |
| 11 | 28 May | Group project oral presentations [Asst 2a] | | Tut 8 – Group Presentations |
| 12 | 4 Jun | Building & sustaining performance excellence Course review | E&L Ch14 | Asst 2b due 4 Jun: Indiv. management report |
| June 13 – July 2 | | Exam period | | Exam |

Notes:

- (1) The 'E&L' chapters & cases are from the course required textbook *Managing for Quality and Performance Excellence, 9th ed.*, by JR Evans and WM Lindsay (2014).
- (2) The 'M *et al*' chapters & cases are from the recommended textbook *Sustainability in Australian Business* by Moscardo *et al.* (2013).
- (3) Additional readings will be made available on Blackboard or distributed in class.
- (4) Tutorial and computer lab schedule to be announced on Blackboard.

Expected Workload

A total of 150 hours of work is expected from students in this course. This consists of 32 hours of classes, eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 22 hours during mid-trimester break and study week.

Readings

Required Textbook:

Evans JR and Lindsay WM (2014). *Managing for Quality and Performance Excellence*, 9th edn., South-Western Cengage Learning, Mason OH.

Available at Vicbooks.

Also an e-book for the 9th edition of this textbook is available at the following web site:

<http://www.cengagebrain.co.nz/shop/isbn/9781285069463>

Please note that this book relates to material covered in 8 weeks of the course (weeks 5-12).

Recommended Textbook:

Moscardo, Lamberton, Wells et al. (2013). *Sustainability in Australian business*. Milton, Qld: Wiley.

Some copies are available at Vicbooks.

Students can purchase the e-book for \$57.99 from Wiley.com see link below: This is ONLY available at this price from Wiley directly:

<http://au.wiley.com/WileyCDA/WileyTitle/productCd-EHEP002341.html?filter=TEXTBOOK>

Please note that this book relates to material covered on about 4 weeks of the course (weeks 1-4).

Other textbooks relevant to the course include:

Samson, D., & Singh, P.J. (2008). *Operations Management: An Integrated Approach*. Melbourne: Cambridge University Press.

Slack, N., Chambers, S., & Johnston, R. (2010). *Operations Management* (6 ed.). Harlow: Pearson Education Ltd.

Other readings and resources will be made available via PDF on Blackboard or provided in class.

Useful Internet Materials:

New Zealand Websites:

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

New Zealand Sustainable Business Council. <http://www.sbc.org.nz/>

Business New Zealand. <http://www.businessnz.org.nz/>

New Zealand Business Roundtable. <http://www.nzbr.org.nz/>

Natural Step New Zealand. <http://www.thenaturalstep.org/en/new-zealand>

Sustainable Business Network. <http://www.sustainable.org.nz/>

McGuinness Institute (Sustainable Futures). <http://mcguinnessinstitute.org/>

Sustainable Households. <http://www.sustainablehouseholds.org.nz/>

Ministry for the Environment. <http://www.mfe.govt.nz/>

Sustainability Websites:

Global Reporting Initiative (GRI). <http://www.globalreporting.org/>

World Business Council for Sustainable Development <http://www.wbcsd.org/>

Sustainable Development Commission (UK) (archive). <http://www.sd-commission.org.uk/>

Operations/Quality Management Websites:

Baldrige Performance Excellence Program. <http://www.nist.gov/baldrige/>

Operations Management Center (OMC). <http://www.mhhe.com/omc/index.html>

TQM/SPC software for EXCEL. <http://www.ganesha.org/freesoft.html>

American Society for Quality (ASQ) website: <http://asq.org/index.aspx>

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

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

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 individual assignments. You will be expected and encouraged to work in groups on in-term cases and the group assignment.

A group assignment is required for Assignment 2. Groups will be made up of about 3 to 5 students. The objectives of this assignment include shared research and understanding of a valuable contribution to sustainable operations within an organisation. The topic, related to sustainability or quality management, is to be briefly presented and discussed in tutorials or class in Week 8 (no assessment mark). All members of the group will receive the same assessed mark or grade for the oral presentation in Week 11 (Assignment 2a). However, each student will submit an individual management report (Assignment 2b) based on the group project. It is expected that the submitted management report shall be well referenced and, well explained in terms of theoretical background, as well as its ongoing relevance and value to an organisation. The report should also include some statistical analysis, and demonstrate the use of Excel spreadsheet or some alternative statistical software package. The report should clearly address the importance of the topic within the context of organisational sustainability. The maximum length for the report will be 2,000 words (excluding references, diagrams and appendices).

Assessment

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

| Assessment | Description (1) | Weight | Date Due |
|-------------------|--|-------------|---|
| Assignment 1 | Individual sustainable operations essay (max 2,000 words) [Assesses LO 1, 3 & 4] | 25% | 12 noon, Weds 16 th April |
| Assignment 2 | (a) Sustainable operations project – group oral presentation (15-20 mins) [Assesses LO 4] | 10% | (a) In tutorials or class, Mon 26 – Weds 28 May |
| | (b) Sustainable operations project – Individual management report (max 2,000 words) [Assesses LO 2-4] | 15% | (b) 12 noon, Weds, 4 June |
| Final Examination | A 3 hour closed book exam [Assesses LO 1-4] | 50% | Friday 13 th June – Wednesday 2 nd July |
| | TOTAL | 100% | |

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

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 13 June – Wednesday 2 July (inclusive).

Format for assignments

Assignments should have the following format:

- Word-processed, 11 or 12 point font.
- A cover sheet stating: Student name, project title and word count.
- Page numbers on each page.
- APA reference style used including in-text referencing and a list of references at the end.

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.victoria.ac.nz/library/research/reference/referencingguides.aspx>

Quality Assurance Note

For reasons of quality assurance all assessed work must be submitted in both hardcopy and electronic form by the due date. 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, academic audit and programme development processes. All material used for such purposes will be treated as confidential, and the outcome will not affect your grade for the course.

Handing in assignments

Hardcopy: A hardcopy of assignments should be submitted by the due date and time to **Assignment Box: 25, Mezzanine Floor, Rutherford House**. Late hardcopy assignments must handed to Misa Ito in RH 1022. All completed assignments must have a cover sheet. The cover sheets are in Annex B for an individual assignment and Annex C for the group assignment.

Electronic copy: An electronic copy of Assignments 1 & 2 should also be emailed to bob.cavana@vuw.ac.nz by 12 noon on the due date with subject line as follows: MGMT 312, ASSIGNMENT X, Name.

Hardcopies received after due date will be deemed to be late and penalised accordingly and assignments will not be returned to students until an electronic copy is received.

Students must also keep an electronic copy of their work archived. 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 – 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 C) 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.

Mandatory Course Requirements

In order to pass this course, you must satisfy the mandatory course requirements (below) and obtain at least 50% of the overall marks available (maximum of 100).

To meet mandatory course requirements, unless you have received the approval of the course coordinator, you must:

- (1) submit all written assignments within one week of the scheduled date;
- (2) present the group project on the scheduled date and time; and
- (3) 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" fail grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, whether or not the mandatory course requirements have been satisfied.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

Class Representative

Students will select a representative for the postgraduate programme at the start of the trimester.

Communication of Additional Information

The course lecturers will convey any additional information to students in class or via blackboard and students' VUW email. Please ensure that student VUW email accounts are checked regularly.

Student feedback

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php

Link to general information

For general information about course-related matters including academic integrity and plagiarism, university policies and statutes, and student support programmes such as Te Putahi Atawhai (Maori and Pacific Mentoring Programme), please go to: <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

ANNEX A

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



School of Management

MGMT 312

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

ANNEX B



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: _____

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: _____

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: _____