

SCHOOL OF MANAGEMENT

**MGMT 314 OPERATIONS AND SERVICES
MANAGEMENT**

Trimester 2, 2014

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR and LECTURER

Professor Lawrence Corbett

Room: RH901, Rutherford House

Phone: 463 5138

Email: lawrie.corbett@vuw.ac.nz

Website: www.victoria.ac.nz/som

Office hours: Wed and Thurs 10.00-12.00 or by arrangement or drop in.

ADMINISTRATOR

Misa Ito

Room: RH1022, Rutherford House

Phone: 463 5397

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UNDERGRADUATE PROGRAMME MANAGER

Garry Tansley

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TUTOR

Matt Lynch

Phone: TBA

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Trimester Dates

Teaching Period: Monday 14th July – Friday 17th October

Study Period: Monday 20th October – Thursday 23rd October

Examination Period: Friday 24th October – Saturday 15th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 25th July 2014.
2. The standard last date for withdrawal from this course is Friday 26th September 2014. 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 12.40-14.30 GBLT2

Tutorials Wednesdays from week 3

Please sign-up to a tutorial group through S-cube. If you have been unable to sign up for a tutorial by Friday 18th July contact the Undergraduate Programme Manager.

Tutorials are voluntary

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.

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.

Prescription

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.

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.

Readings

The required textbook is:

Gerard Cachon and Christian Terwiesch, (2013). *Matching supply with demand*. 3rd edn., McGraw-Hill Irwin

There are two options for this textbook.

You can purchase a hard copy of the full text from Vicbooks (\$175), OR

You can purchase an e-book version of just the chapters we will be using (\$90).

This is available from the publisher's website (credit card required). Step by step instructions

are on Blackboard.

Other Recommended textbooks and reference books available in Library are:

- Lai, Richard, *Operations Forensics*, The MIT Press, Boston. 2013
- Jacobs and Chase *Operations And Supply Chain Management: The Core* (3rd edn) McGraw-Hill Irwin,
- Bozarth, C.C., Handfield, R. B. (2008). *Introduction to Operations Management and Supply Chain Management*, 2nd edition, Pearson Prentice Hall.
- Jacobs, F. R. & Chase R. B.. (2014). *Operations Management for Competitive Advantage*, 14th edition. Boston, MA: Irwin McGraw Hill.
- Gardner, D. (2010). *Operations Management for Business Excellence*, 2nd edition, Pearson.
- Meredith, J. R., Shafer, S. M. (2010). *Operations Management for MBAs*, 4th edition, Wiley.
- Reid, R. D., Sanders, N. R. (2010). *Operations Management*, 4th edition, Wiley.
- Russell, B. W., Taylor, R. S. (2009). *Operations Management: Creating Value Along the Supply Chain*, 6th edition, Wiley.
- [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]
- [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.
- Balle, M. and Balle, F., (2006) *The Gold Mine*, Lean Enterprise Institute (e-book).

Materials and Equipment

Bring a calculator to class sessions.

Laptop computers will NOT be allowed in the final examination.

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-.

| Assignment | Title | Weight | Due Date |
|------------|--------------------------------|-------------|--|
| 1 | Written Analysis of Case study | 25% | Sept 10 (week 7) by 12 noon in Box 24 Mezzanine floor |
| 2 | Problem sets (2@10%) | 20% | August 9 and October 4 submitted through Blackboard by 2400 (midnight) |
| 3 | Tutorial Participation | 5% | Over all tutorials |
| 4 | Final Examination | 50% | In the exam period |
| | TOTAL | 100% | |

Detailed information on the requirements for the assignments will be posted on Blackboard

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

| Learning objective | Tutorials | Case study | Problem sets | Final Examination |
|--------------------|-----------|------------|--------------|-------------------|
| 1 | X | X | X | X |
| 2 | X | X | | X |
| 3 | X | | X | X |
| 4 | X | | | X |
| 5 | X | X | X | X |

2014 Syllabus and Readings

You will learn how to improve productivity, increase responsiveness, provide more choice to the customer, and deliver higher quality standards. In short, you will learn how to analyze business processes and how to improve them. Along the way, you will learn about topics such as Lean Operations, Six Sigma, and the Toyota production system, you will hear about bottlenecks, flows rates, and inventory levels. Full details on the weekly topics and required reading is available on Blackboard.

Penalties

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.

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 Course 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.

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. 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 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.

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 following period:

Friday 24th October – Saturday 15th November (inclusive)

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50 or better, students must submit all assignments within specified time period.

If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

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

Students will find any additional information on the course pages on Blackboard.

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, 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.
