

School of Management

MGMT 312 SUSTAINABLE OPERATIONS

Trimester 1, 2015

COURSE OUTLINE

COURSE COORDINATOR

A/Prof Bob Cavana

Room: RH 904, Rutherford House

Phone: 463 5137

Email: Bob.Cavana@vuw.ac.nz

Office hours will vary, so please email for an appointment.

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 2nd March – Friday 5th June 2015

Study Period: Monday 8th June – Thursday 11th June 2015

Examination Period: Friday 12th June – Wednesday 1st July (inclusive) 2015

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before **Friday 13th March 2015**.
2. The standard last date for withdrawal from this course is **Friday 15th 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 or [online](#).

Class Times and Room Numbers

Lectures: Tuesday
Time: 10.30 – 12.20pm
Venue: GBLT3

Tutorials & computer labs to be arranged.

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.

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.

Prescription

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, and sustainable operations within organisations;
- LO2:* Apply appropriate statistical methods and other analytical approaches to sustainability and quality issues related to production and service organisations;
- LO3:* Critically evaluate the contribution of quality management frameworks and sustainable operations practices within organisations;
- LO4:* Report and communicate effectively on quality improvement & sustainable practices in managerial situations.

MGMT 312 Sustainable Operations
Course Content & Schedule, 2015

WEEK	DATES	TOPICS	READINGS (1) - (4)	TUTORIALS/ COMPUTER LABS (5)
1	3 Mar	Course overview Introduction to sustainability	Moscardo Ch1 OM5 Ch 1	(no tut)
2	10 Mar	Sustainability in operations management <i>Industry Visitor:</i> Mr Andrew Wilks, Environmental Manager, VUW	Goldsmith & Samson Ch 12	Tut 1 – case 1
3	17 Mar	Sustainable value & supply chains	OM5 Ch 2 & 9	Tut 2 – case 2
4	24 Mar	‘Greenhouse Gas and Sustainability Reporting – exploring the value’ <i>Industry Visitors:</i> Ms Kerry Griffiths, Senior Principal Sustainability, URS New Zealand Mr Zach Rissel, Programme Manager, Sustainability, Policy Group, Wellington City Council	TBA	Tut 3 – case 3
5	31 Mar	Measuring performance in operations	OM5 Ch 3	(no tut)
<i>MID-TRIMESTER BREAK</i>				
6	21 Apr	Sustainability & operations strategy [Asst 1 due 23 Apr: Individual assignment]	OM5 Ch 4	Tut 4 – discuss Asst 2 topics
7	28 Apr	Forecasting for sustainable management	OM5 Ch 11	(no tut)
8	5 May	Quality management	OM5 Ch 15	Tut 5 – lab 1
9	12 May	Quality control Statistical process control	OM5 Ch 16	Tut 6 – lab 2
10	19 May	Lean operating systems	OM5 Ch 17	Tut 7 – lab 3
11	26 May	[Asst 2a - Group project oral presentations]		Tut 8 – Group Presentations
12	2 Jun	Sustainability & business excellence Course review [Asst 2b due 5 Jun – Individual reflections essay]		
June 12 – July 1		Exam period		Exam

Notes:

- (1) The ‘OM5’ chapters & cases are from the course required textbook *OM5: Operations Management* by Collier and Evans (2015).
- (2) The ‘Moscardo’ chapter 1 is from the book *Sustainability in Australian Business* by Moscardo *et al.* (2013).
- (3) The ‘Goldsmith & Samson’ chapter 12 is from the book *Operations Management: An Integrated Approach* by Samson & Singh (2008).
- (4) Additional readings will be made available on Blackboard or distributed in class.
- (5) Tutorial and computer lab schedule to be announced on Blackboard.

Readings

Required Textbook:

Collier DA and Evans JR (2015). *OM5: Operations Management*, student ed. 5. Cengage Learning, Boston MA.

(Available at Vicbooks)..

Other textbooks relevant to the course include:

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

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

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.ganeshha.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 the 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 6 (no assessment mark). All members of the group will receive the same assessed mark or grade for the oral presentation and PowerPoint slides in Week 11 (Assignment 2a). However, each student will submit an individual reflections essay (Assignment 2b) based on the group project.

Assessment

The 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 Requirements

Assessment	Description (1)	Weight	Date Due
Assignment 1	Individual assignment (max 2,500 words) <i>[Assesses LO 1, 3 & 4]</i>	25%	12 noon, Thurs 23 rd April
Assignment 2	(a) Group project - oral presentation & PowerPoint slides (15-20 mins) <i>[Assesses LO 2 - 4]</i>	15%	(a) In tutorials or class, Mon 25 – Fri 29 May
	(b) A personal reflection essay related to the group project (max 1,000 words). <i>[Assesses LO 3 & 4]</i>	10%	(b) 12 noon, Fri 5 th June (reflections essay)
Final Examination	A 3 hour closed book exam <i>[Assesses LO 1 - 4]</i>	50%	Fri 12 June – Wed 1 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 12th June – Wednesday 1st July (inclusive).

Format for assignments

Assignments should have the following format:

- Word-processed, 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:

A hard copy of assignments should be submitted **by the due date and time to Assignment Box: 25, Mezzanine floor, Rutherford House as specified above and on the assignment brief.**

Assignments received after the due date will be deemed to be late.

All completed assignments must have a cover sheet. The cover sheets are provided in Annex A and Annex B.

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.

Late assignments

Late assignments are to be handed in at **Level 10 Reception**, during Reception Desk hours, **9am till 5pm Monday to Friday during term time.** The Administrator for the course 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 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 Administrator's 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 10% 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.

Tutorial Signup

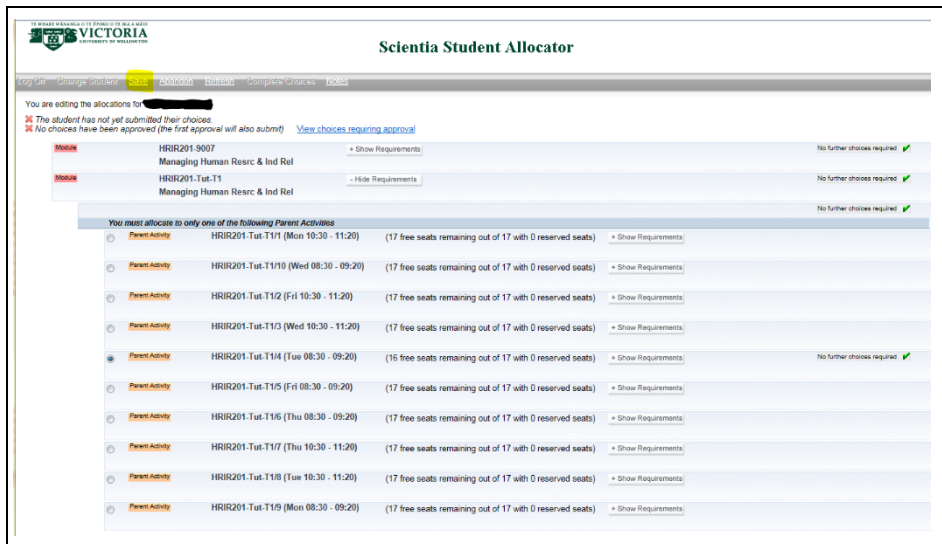
myAllocator

What is it?

myAllocator allows you to electronically select a tutorial that fits with your timetable. It knows which tutorials clash with your other courses and prevents you from picking them.

How do I use it?

1. Log into <https://student-sa.victoria.ac.nz/> with your standard student log-in
2. You will see the courses that you are enrolled in, plus tutorial options that are open for selection. The following is an example. It is not a real course.



You will also be shown the timetables for all courses you are enrolled in, no matter if they have tutorials or not.

HIDE TIMETABLE

Trimester 1	
Monday	HRIR201-9007/1 14:40-15:30 Weeks: Week 10-Week 16, Week 19-Week 23 Location: GBLT1 Zone: Pipitea
Tuesday	HRIR201-Tut-T1/4 08:30-09:20 Weeks: Week 11-Week 16, Week 19-Week 23 Location: RWW127 Zone: Pipitea
Wednesday	HRIR201-9007/1 14:40-15:30 Weeks: Week 10-Week 16, Week 19-Week 23 Location: GBLT1 Zone: Pipitea
Thursday	
Friday	

You can check out the timetable, under your tutorial options, before you make your tutorial requests.

3. If you click Show Requirements against a tutorial you will see the weeks and the room/campus.
4. From the list of tutorials simply click on the button beside the tutorial you wish to sign up to.
5. If you happen to select a tutorial that clashes with another of your classes, you will get a warning on the right-hand side and you will need to choose again. (The green tick indicates a non-clashing choice.)
6. Once you're happy with your choices, hit the Save button up in the grey menu line.

After you have saved/Changing your tutorial selection

You can change your tutorial selection. If you have already clicked Save then when you make further changes and Save again, a new window will pop up stating that your choices have been saved. In the window you will have the option to either log off myAllocator or make further changes (clicking on the latter link will take you back to the allocation screen). You won't see the pop up page until you've hit the Save button for the first time.

Questions and Answers:

Q: What are the two messages about submitting and approving choices?

A: Ignore them. We don't have a submission/approval process and are having this removed. Save is all you need in order to submit your choice of tutorials.

Q: What are the notes (in the menu)?

A: Ignore this we are removing this option until myAllocator can actually link notes to emails.

Q: What if there are no tutorials viewable or available?

A: If you have been told the course has tutorials that are ready to register into and you do not see them or they are all full, you will need to contact your course administrator. They are able to look after waitlists and they will also let the timetabling team know if a new tutorial needs to be created or made available for selection.

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.

School of Management's 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.

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 14 days after the assignments or marks are made 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. You must provide academic reasons on why you think the mark does not, in your view, fairly reflect the quality of your work. Your assignment will only be reconsidered on the points you raised. Complete remarks will not be undertaken. 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.

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 or information on changes will be conveyed to students, in class, and via Blackboard, and when appropriate via an email to all class members using your student email addresses. You must ensure that your email address is up-to-date and that you check Blackboard regularly (eg at least once per week).

Student feedback

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php This feedback is considered carefully, and changes made where appropriate.

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 BCom learning goals and 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.



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Assignment 1 Cover Sheet

Name(s): _____ Student ID: _____

Tutor's Name: _____

Tutorial Number: _____

Tutorial Day: _____

Tutorial Time: _____

Date Due: _____

Date Submitted: _____

I/We 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: _____



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Assignment 2: Group Cover Sheet

Name(s): _____ Student ID: _____ (1)

Name(s): _____ Student ID: _____ (2)

Name(s): _____ Student ID: _____ (3)

Name(s): _____ Student ID: _____ (4)

Name(s): _____ Student ID: _____ (5)

Tutor's Name: _____

Tutorial Number: _____

Tutorial Day: _____

Tutorial Time: _____

Date Due: _____

Date Submitted: _____

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

(1) _____ (2) _____

(3) _____ (4) _____

(5) _____

Please attach a copy of the note authorising your extension.

Date extension applied for _____

Extension granted until: _____

Extension granted by: _____



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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