

**School of Management**

**MGMT 313**  
**STRATEGIC OPERATIONS MANAGEMENT**

Trimester 1, 2015

**COURSE OUTLINE**

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**Names and Contact Details**

**COURSE COORDINATOR**

**Jim Sheffield PhD**

Room: RH 902, Rutherford House

Phone: 463 5085

Email: [jim.sheffield@vuw.ac.nz](mailto:jim.sheffield@vuw.ac.nz)

Website: [www.vuw.ac.nz/som](http://www.vuw.ac.nz/som)

**TUTOR**

**Chelsea Rowlands**

Email: [chelsearowlands@hotmail.co.nz](mailto:chelsearowlands@hotmail.co.nz)

**ADMINISTRATOR**

**Misa Ito**

Room: RH1022, Rutherford House

Phone: 463 5397

Email: [misa.ito@vuw.ac.nz](mailto:misa.ito@vuw.ac.nz)

**UNDERGRADUATE PROGRAMME  
MANAGER**

**Garry Tansley**

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**Trimester Dates**

Teaching Period: Monday 2nd March – Friday 5th June

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

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

**Withdrawal from course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 13<sup>th</sup> March 2015.
2. The standard last date for withdrawal from this course is Friday 15<sup>th</sup> May 2015. 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:**

Wednesdays 13.40-15.30 RHLT2

### **Tutorials:**

Tutorials commence Week 3. There are five time slots available each week. Room numbers TBA.

### **Course delivery**

The class sessions will consist of lectures and discussions of relevant and current issues. It is planned to have some guest lecturers deliver some of the lectures on their specialist or practitioner knowledge. The tutorials will examine assigned case studies and problems.

### **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 24 hours of classes, 6 hours of tutorials, 8 hours per week outside classes during the 12 teaching weeks spent reading, studying, doing quizzes, preparing cases for tutorial discussions and writing assignments, and a further 24 hours during mid-trimester break and study week. Time spent on work outside class has to be an estimate for an average student.

### **Prescription**

This course examines the nature, content, development and implementation of an organisation's operations strategy, and the consequent implications for the management of quality, productivity, capacity, supply networks, technology, and process improvement.

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

Through exposure to many current cases, both in class (Amazon, 7-11 Japan, Ford, McDonalds, Eastpac, Dell, Zara, Boeing, semiconductor manufacturing, Freightways), and in tutorials (McDonalds, Delta, Dresding, Greenville, Preston, Disneyland, Kayston, Ocado), 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, supply networks, technology, and process improvement.

### **Course content**

Students analyse the relationships between manufacturing and service companies and their suppliers, customers, and competitors. Students study concepts and cases to explore means of competition such as cost, quality, and innovativeness, and strategic decisions in areas such as technology, facilities, vertical integration, and human resources.

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, students are expected to:

- Analyse the key elements of operations strategy and management and their historical context for the delivery of both services and goods.
- Critically reflect upon the role of operations strategy and management within the organization and their contribution to wider organizational strategies, goals and objectives.
- Consider how organizations can develop and deploy distinct operational strategies.
- Understand the context of operations strategy and management and its links with other disciplines of management and other organizations.
- Demonstrate the link between core concepts and applications in a number of industries.
- Appreciate contemporary issues in operations strategy practice and research.

### **Learning objectives:**

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

LO1: Understand key concepts and skills associated with the jobs of the general manager and the chiefs of various functional areas.

LO2: Analyse, evaluate and recommend changes in the operations strategy of an organisation.

LO3: Demonstrate in all assessed work a managerial point of view i.e. a capacity for analysing operating problems on a functional, business, and company-wide basis.

LO4: Demonstrate in all assessed work the specialised understanding, communication skills, and aptitude for critical and creative thinking required in operations strategy.

### **Readings**

The *required* textbook is:

Slack, N., and Lewis, M. (2011). *Operations Strategy*, 3<sup>rd</sup> edn., Prentice Hall/Pearson. See the end of each chapter for further reading and notes to sources.

A *recommended* book is:

Stone, B. (2014). *The everything store: Jeff Bezos and the Age of Amazon*. London: Transworld Publishers. (Winner, Financial Times/Goldman Sachs Business Book of the Year).

### **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.

Assessment	Title	Weight
1	Final exam (Assesses LO1-4)	50%
2	Case assignments (2 @ 12.5%) (Assess LO1-4)	25%
3	Contribution to exercises and discussions in tutorials (10%) and class (5%) (Assesses LO1-4)	15%
4	Quizzes (2 @ 5%) (Assess LO1-4)	10%

**All assignments due 4 pm on the respective date with hard copy to be placed in Dropbox #17 on RH Mezzanine floor, and electronic copy uploaded through Assignments tab in Blackboard.**

### 1. Final exam

Due date: in the period Jun 12- July 1.

### 2. Case assignments

Two case assignments need to be completed.

Date due for #1: Thursday April 2<sup>nd</sup> @ 4pm Dressing Medical

Due date for #2: Wednesday May 20<sup>th</sup> @ 4pm Kayston Pyral

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: (i) 1,500 words; (ii) three single-spaced pages of typed text (not smaller than 12 pt. font, please). You may also include up to three supporting exhibits. For further guidance see Blackboard (click on Assignment tab in LH sidebar).

### 3. Contribution to class and tutorials

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?

#### 4. Blackboard quizzes

Two Blackboard quizzes on Amazon.com need to be completed.

Quiz #1 is available on BB until: Wednesday 18<sup>th</sup> Mar @ 1.30pm

Quiz #2 is available on BB until: Wednesday 3<sup>rd</sup> June @ 1.30pm

#### 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 Victoria Business School (Faculty of Commerce) 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. This must be a Word document. The word count function must be used to determine the number of words entered on the cover sheet.

**Hard copy:** Assignments should be deposited in course **Box #17 on RH Mezzanine floor** by 4pm on due date. *Late assignments need to be delivered to RH1022.* All completed assignments must have a cover sheet. The cover sheet is on BB (click on Assignment tab in LH sidebar).

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. 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 10% of the marks available** (marks available means what the assignment is worth i.e. 12.5% is worth 12.5 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 12.5 and the assignment receives 50% then one day late means the mark will be out of 11.25 and the student will receive 50% of 11.25. **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. Word count is the number obtained by running the word count function on the case assignment (excluding the cover sheet and the list of references at the end).

## 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 (Annex A) 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. 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.

## 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

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)
- b. Achieve at least 40% of the available marks in the final exam

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 a brief guide to the APA style of referencing at [http://www.victoria.ac.nz/st\\_services/slss/studyhub/handouts/APA.pdf](http://www.victoria.ac.nz/st_services/slss/studyhub/handouts/APA.pdf) and Referencing FAQ at [http://www.victoria.ac.nz/st\\_services/slss/studyhub/handouts/ReferencingFAQs.pdf](http://www.victoria.ac.nz/st_services/slss/studyhub/handouts/ReferencingFAQs.pdf)

## 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 First and Last **Name**, your **Student ID** and the **Topic** in the subject area of the email, e.g. **MGMT313\_Joy\_Adams\_3000223344\_Case 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>

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## COURSE SCHEDULE

See Blackboard (Course Resources tab on LHS) on for further information about topics, readings and tutorials.

<b>Week Dates</b>	<b>Topic &amp; Reading</b>	<b>Quizzes, Tutorials &amp; Cases</b>
<b>Week 1</b> Wed 4 Mar	Introduction to the Course: Course outline, expectations, outcomes and schedule. Stone (2013) Ch. 6 ‘Chaos theory’	Motivation. Positions course amongst others. Read ‘Chaos Theory’ in week 1 to keep the course workload even.
<b>Week 2</b> Wed 11 Mar	Operations strategy. S&L Ch. 1. Visa, 7/11, Amazon, Chaos Theory, Ford Work Solutions.	Amazon Quiz 1 due Wed 18 Mar @ 1.30pm
<b>Week 3</b> Wed 18 Mar	Op’s performance. S&L Ch. 2. BA vs Ryanair, McD	Tutorial 1: Case 1(McDonalds).
<b>Week 4</b> Wed 25 Mar	Review Operations strategy & performance. Apply S&L Ch 1 & 2 to: Eastpack, Dell (1:Ch7pp238-239; 2:Ch9pp289-290), & Zara.	Tutorial 2: Case 2 (Delta).
<b>Week 5</b> Wed 1 April	Substitutes for strategy. S&L Ch. 3. Lean: Kanban, Boeing’s B737. Six Sigma: Semiconductor mfg.	<u>Case assignment 1(Dresding).</u>
<b>Mid-Trimester Break</b>		
<b>Week 6</b> Wed 22 April	Capacity strategy. S&L Ch. 4. AWS: Cloud computing video. Tuatara? AKL expansion.	Tutorial 3: Case 3 (Greenville).
<b>Week 7</b> Wed 29 April	Purchasing and supply strategy. S&L Ch. 5 Drug & Ford SC videos. Freightways.	Tutorial 4: Case 4 (Preston).
<b>Week 8</b> Wed 6 May	Process information & technology strategy. S&L Ch. 6. Amazon.	Tutorial 5: Case 5 (Disneyland).
<b>Week 9</b> Wed 13 May	Development & Organisation - Improvement strategy. S&L Ch. 7.	Tutorial 6: Case 8 (Ocado).
<b>Week 10</b> Wed 20 May	Development & Organisation – Product & Service. S&L Ch. 8.	<u>Case assignment 2 (Kayston).</u>
<b>Week 11</b> Wed 27 May	The future of operations strategy. What is Amazon doing? Amazon @ 2014. ‘Fit’ S&L Ch. 9.	Amazon Quiz 2 due Wed 3 June @ 1.30pm
<b>Week 12</b> Wed 3 June	Critical reflections on what the future of operations strategy <i>can</i> be vs what the future of operations strategy <i>should</i> be. First hour Course Wrap-up. Second hour.	We will investigate the degree to which operations strategy addresses environmental and social concerns.



**School of Management**  
**MGMT 313 STRATEGIC OPERATIONS MANAGEMENT**  
**Request for re-examination of assessed work**

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

*Specify which criteria specified in the mark sheet and which report sections you wish to be re-examined*

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

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**Clearly state why you believe each of these criteria and report sections should be re-examined:**

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

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

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Signature
Date