

School of Management

MGMT 314 OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Trimester 2, 2015

COURSE OUTLINE

Names and Contact Details

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Trimester Dates

Teaching Period: Monday 13th July – Friday 16th October

Study Period: Monday 19th October – Thursday 22nd October

Examination Period: Friday 23rd October – Saturday 14th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 24th July 2015.
2. The standard last date for withdrawal from this course is Friday 25th September 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: Tuesdays, 11:30 – 13:20 GB LT4

Tutorials: Wednesdays (during weeks 3, 4, 5, 6, 8, 9, 10)

Course Delivery

The course will be delivered over a series of twelve two-hour lectures and seven one-hour tutorials which will include case studies, analytical exercises and discussions. It is expected that you will arrive at the class having read the assigned material and prepared to discuss it.

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. For assignment two, you will be expected and encouraged to work in groups as discussed in class and/or tutorials.

Expected Workload

Workload expectations for this course are 10 hours per week, including both scheduled contact time (lectures and tutorials) and non-scheduled time for the 12 teaching weeks, and 30 hours during the mid-trimester break.

Prescription

The course examines and analyses the processes, supply chains and operational systems that determine the value added by a firm's primary products and services. It prepares future managers across every sector of the economy 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.

Course Content

Operations and Supply Chain Management deals with the design, operation, and improvement of the systems that create and deliver a firm's primary products and services. Like marketing and finance, operations management is a functional field of business with clear management responsibilities. This course aims to introduce students to the field of operations and supply chain management, using a systems approach.

Readings

Textbook: Jacobs, F. R. and Chase, R. B. (2013) *Operations and Supply Chain Management: The Core*, 3rd edition, Boston, MA: Irwin McGraw Hill.

Assessment

The Assessment Handbook will apply to all VUW courses: see

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

Assessment Requirements

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work. Assignments are to be handed in directly to the Course Coordinator or dropped in the **MGMT 314 Box (Number 26)** on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by 3.00 p.m. on the due date.

Course Assessment

Assignment	Value	Due Date
1. Individual Project: Describing an Operating System	25%	3.00 pm 18 August 2015
2. Group Project: Analysing and Improving an Operating System	15%	See details in page 4
3. Tutorial Participation	10%	See details in page 4
4. Final Examination	50%	23 Oct – 14 Nov

Assessment Guidelines

The paper consists of two projects, tutorial exercises and a final examination. The details of these assignments are given below:

Describing, Analysing and Improving an Operating System

You will select an organisation as the host for your MGMT 314 assignments 1 and 2. In this organisation you should concentrate on an actual operation. The criteria for your selection of the organisation should include:

- It should be a real world organisation based in New Zealand
- It should perform an actual operation
- You should have access to observe the operation

Selection of observation site: There are very few limits on what you can observe. You cannot, however, rely on past experience or recollection for this exercise - you must observe an operation as it runs *now*. As examples, students interested in manufacturing will find operations ranging from job shops to assembly lines in the Wellington region. Students interested in services have a spectrum, which ranges from those as simple as a hair stylist, as complicated as air traffic control, and as subtle as an art exhibition. Those interested in public services might consider a police patrol, or spending a night in a homeless shelter.

One additional rule: be creative, get as close to the operating system as you can, whilst respecting the rights of individuals and organisations.

Assignment 1: Describing an Operating System (Value: 25%)

You will describe an actual operation of your host organisation in its existing form. In your description you will:

- Present the existing operation as an operating system,
- Describe and evaluate the operations strategy involved
- Conduct a stakeholder analysis for the system and
- Develop a process map for the operating system that you observed
- Conduct a relevant literature review

Length: Maximum 10(ten) A4 pages, double-spaced, 12 point Times New Roman font, excluding figures, tables and other exhibits.

Due Date: 3.00 pm 18 August 2015

Assignment 2: Analysing and Improving an Operating System (Value: 15%)

This is a group project. The class will be divided into groups of 5-6 students. You will select one of your group members' organisations for this assignment. You will analyse and improve the operating system you observed, using some of the operations and supply chain management tools. In your project you will:

- Understand and improve the description presented by a group member as assignment 1
- Critically examine the operating system, using appropriate operations management tools discussed in this course
- Conduct a benchmarking study for the operating system
- Use other appropriate operations management concepts and tools to improve the operating system.

Each group will give a 15 minute presentation followed by about 10 minutes of discussion during the class on any one of the following days: 8th, 15th, 22nd, 29th September or 5th, 12th October 2015. The dates for group presentation will be decided using a lucky draw.

Group Presentations on: 8th, 15th, 22nd, 29th September or 5th, 12th October 2015

Assignment 3: Tutorial Participation (Value: 10%)

Participation in tutorials is crucial to the learning process on this course. Your tutorial participation marks will be based on the best 5 of the 7 tutorials offered. The tutorials are held as shown in the lecture schedule (page 7).

The mark you receive for your performance in tutorials is a participation mark, not an attendance mark. The grade will depend on the quality of the contribution to tutorial class exercises and discussions.

Your MGMT 314 tutor will assess your participation on the following criteria:

Participation	Mark range
No or minimal participation	0-2
Demonstrates a limited understanding of the tutorial question(s) and relevant theory	3-4
Demonstrates a good understanding of the tutorial question(s) and relevant theory	5-6
Demonstrates an excellent understanding of the tutorial question(s) and relevant theory and provides insightful observations on theory and practice	7-8
Demonstrates an excellent understanding of the tutorial question(s) and relevant theory, provides insightful observations on theory and/or practice, and provides a positive contribution to the learning of others	9-10

All of these requirements will be greatly aided by preparing for each tutorial by making good notes on the tutorial question(s). You should keep copies of these notes for future reference as they will aid

your assignment and exam preparation. Tutors will provide verbal feedback on the quality of participation at the end of each session.

Assignment 4: Final Examination (Value: 50%)

A three-hour final examination (closed book) will be held during the formal examination period. 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 23 October – Saturday 14 November (inclusive)

Handing in Assignments

Assignments should be placed, in hard copy form, in the **MGMT 314 box no. 26** on the mezzanine floor of Rutherford House by the due time on the due date.

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 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.
- (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 **Undergraduate Programme Manager**, 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 **Undergraduate Programme Manager** 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. 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 B) 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.

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 23rd October – Saturday 14th November (inclusive)

Mandatory Course Requirements (MCR)

None

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

Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university blackboard server for MMBA 520.

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.

Lecture Schedule – MGMT 314 – 2015

Week	Topic	Readings	Tutorials*
1	Course Introduction Nature and scope of Operations & Supply Chain Management	Textbook Chapter 1	No Tutorial
2	Operations Strategy Competitive Dimensions	Textbook Chapter 2 (pages 24-34) Reading 1 on Blackboard	No Tutorial
3	Process Mapping Service Blueprinting	Textbook Chapter 7 (pages 206-216)	Tutorial 1 Case on Operations Strategy
4	Operating System Analysis Method Study	Textbook Chapter 2 (Pages 35-40)	Tutorial 2 Case on Service Blueprinting
5	Quality Management	Textbook Chapter 10 (Pages 304-318)	Tutorial 3 Exercise on Method Study
6	Continuous Improvement	Reading 2 on Blackboard	Tutorial 4 Case on Quality Management
Mid Trimester Break			
7	Statistical Process Control Group Project Presentations	Textbook Chapter 10 (Pages 318-340)	No Tutorial
8	Project Management Operations Scheduling Group Project Presentations	Textbook Chapter 5	Tutorial 5 Exercise on Statistical Process Control
9	Inventory Management Group Project Presentations	Textbook Chapter 11	Tutorial 6 Exercise on Operations Scheduling
10	Supply Chain Management Group Project Presentations	Textbook Chapter 13	Tutorial 7 Exercise on Inventory Management
11	Lean Supply Chain Group Project Presentations	Textbook Chapter 12	No Tutorial
12	Course Review Group Project Presentations		No Tutorial

ANNEX B



School of Management

MGMT 314

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.

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Signature

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Date