



School of Management

MGMT 313 STRATEGIC OPERATIONS MANAGEMENT

Trimester 1, 2016

COURSE OUTLINE

Prescription

The nature of operations and supply chain strategy in an interconnected, globalised world. The application of concepts and frameworks to describe the strategy of selected organisations, especially as regards their use of process technology. The use of a 'strategy matrix' (market requirements vs resource capabilities) to analyse exemplary organisations.

Course Learning Objectives

On successful completion of the course students will be able to evaluate operations and supply chain strategy by applying concepts and frameworks to:

LO1: Describe the strategy of selected organisations including Amazon, Dell, Eastpack/Zespri, McDonalds, Ocado, Orcon, & Zara

LO2: Analyse the degree to which an organisation meets *market requirements* for quality, speed, dependability, flexibility, and cost

LO3: Analyse the effectiveness of an organisation's *investments* in capacity, purchasing and supply, process technology, and improvement programmes

LO4: Analyse exemplary Lean (Amazon) and Agile (Zara) strategies, especially as regards process technology, by use of a 'strategy matrix' (*market requirements vs investments*)

Trimester Dates

Teaching Period: Monday 29th February – Friday 3rd June

Study Period: Monday 6th June – Thursday 9th June

Examination Period: Friday 10th June – Wednesday 29th June (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 11th March 2016.
2. The standard last date for withdrawal from this course is Friday 13th May 2016. 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](#).

Names and Contact Details

COURSE COORDINATOR

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Class Times and Room Numbers

Class times: Fridays 9.30 – 11.20

Room number: Government Building Lecture Theatre 2 (GBLT2)

Course Delivery

PP will be available on BB before each class. The tutorials will examine assigned case studies and problems.

Readings – Required

Slack, N., and Lewis, M. (2015). *Operations Strategy*, 4th edn., Prentice Hall/Pearson. See the end of each chapter for further reading and notes to sources. Available from Vicbooks, Pipitea Campus.

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, eight hours per week outside classes/tutorials during teaching weeks spent reading, studying, preparing tutorial cases, and writing an assignment, and a further 24 hours revising during mid-trimester break and study week.

Assessment

The Assessment Handbook will apply to all VUW courses: see

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

A student's overall grade in the course will be determined in the following manner:

Assessment	Title	Weight
1	Final exam (<i>Assesses LO1-4</i>)	50%
2	Case assignment (<i>Assesses LO1-4</i>)	26%
3	Tutorials (6 @ 3%) (<i>Assess LO1-4</i>)	18%
4	Amazon quizzes (2 @ 3%) (<i>Assess LO1-4</i>)	6%

1. Final exam

Due date: in the period Jun 12- July 1. Open book. Duration: 180 minutes

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

2. Case assignment: Zara (Slack & Lewis, 2015)

Date due for Assignment: 3.00pm Wednesday 20th April.

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 (the key determinant); (ii) approximately three single-spaced pages of typed text (11 pt. font is recommended). You may also include up to three supporting exhibits. For further guidance see Blackboard (click on Assignment tab in LH sidebar).

3. Tutorials

Each student is expected to be an active participant in tutorials. Individual preparation is required. A Blackboard quiz (worth 1%) must be completed by each student before each tutorial. Tutorial discussion (worth 2%) is structured around teams that present, and teams that critique. Notes will be collected.

Tutorial discussions should be considered as laboratories in which you can test your ability to meet course learning objectives. Can you convince your peers that your approach to solving complex problems will produce tangible benefits?

Criteria that are useful in measuring effective tutorial participation include:

- (1) Do the comments show evidence of analysis of the case?
- (2) Are the points that are made relevant to the discussion? Are they linked to the comments of others?
- (3) 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) Is there willingness to test new ideas, or are all comments "safe" (for example, repetition of case facts without analysis and conclusions)?
- (5) Is there a willingness to participate?

4. Amazon quizzes

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

Quiz #1 is available on BB until: 5.00pm Thursday 19th May

Quiz #2 is available on BB until: 5.00pm Thursday 26th May

From Trimester 1, 2014, a revised Assessment Handbook has applied to all VUW courses. In particular, a new grade scheme was instituted, in which the A+ range is 90-100% and 50-54% is a C-.

<i>Pass/Fail</i>	<i>Grade</i>	<i>Normal Range</i>	<i>Indicative Characterisation</i>
Pass	A+	90%-100%	Outstanding performance
	A	85%-89%	Excellent performance
	A-	80%-84%	Excellent performance in most respects
	B+	75%-79%	Very good performance
	B	70%-74%	Good performance
	B-	65%-69%	Good performance overall, but some weaknesses
	C+	60%-64%	Satisfactory to good performance
	C	55%-59%	Satisfactory performance
Fail	C-	50%-54%	Adequate evidence of learning
	D	40%-49%	Poor performance overall, some evidence of learning
	E	0-39%	Well below the standard required

Handing in the assignment

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 located on level 1 Railway West Wing by 3pm 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.

Word limits

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).

Late assignments

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** for an assignment submitted after the due time on the due date **for each part day or day late**. For example, the assignment is worth 26% or 26 marks. If it is assessed at 50% but is one day late 2.6 marks will be deducted and the mark will be out of 23.4. The student will receive 11.7 marks (50% of 23.4). **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 exact 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. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.
- (iii) 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.
- (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 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. In MGMT 313 the course coordinator 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.

Experience from previous years is that almost all remarks are within 10% (equivalent to 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 B) 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.

Group Work

Per the tutorial section above, team presentations and critiques require group work (6 tutorials @ 2% = 12%) The time required for each tutorial discussion is less than 5 hours. Note that all team members are expected to contribute, that notes are collected, and that individual quiz scores serve as a measure of preparation.

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.

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.

Materials and Equipment

No materials or equipment is required beyond access to a computer and word processor.

Student Feedback

The feedback received from the previous class has proved valuable. Analysis of this feedback guided a significant programme of course development. Changes in this year's course include: content streamlined to align more with assessment; number of assignments reduced from two to one; participation assessed only in tutorials not in class discussions; a tutorial programme more carefully assessed via preparation (quiz) as well as structured discussion and the collection of notes; more direct use of the strategy matrix, eg, to link tutorial cases to class lectures; the inclusion of two contrasting supply chain strategies (Lean and Agile) and exemplary organisations (Amazon and Zara, respectively); more explicit focus on product and process technologies.

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 MGMT 313.

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.

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 and Referencing FAQ at http://www.victoria.ac.nz/st_services/slss/studyhub/handouts/ReferencingFAQs.pdf

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_Assignment 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.

Readings – Recommended

- Aiken, J., Christopher, M., Towill, D. (2002). Understanding, Implementing and Exploiting Agility and Leanness, *Intl J. of Logistics Research and Applications* 5(1), 59-74.
- Agarwal, A., Shankar, R., Tiwari, M.K. (2006). Modeling the metrics of lean, agile and leagile supply chains: An ANP-based approach, *European J. of Operational Research* 173, 211–225.
- Cabral, I., Grilo, A., Cruz-Machado (2012). A decision-making model for Lean, Agile, Resilient and Green supply chain management, *Intl J. of Production Research* 50(17), 4830–4845.
- Christopher, M. (2011). *Logistics & Supply Chain Management 4th edn*, Pearson. For selected papers by this author see <http://www.martin-christopher.info/publications/selected-papers>
- Christopher, M. (2000). The Agile Supply Chain: Competing in Volatile Markets, *Industrial Marketing Management*, 29(1), 37-44. Downloaded Feb 2016 from <http://www.coolpack.com/clpk/wp-content/uploads/2015/04/The-Agile-Supply-Chain-Competing-in-volatile-markets.pdf>.
- CIPS (2013). P&SM: Lean and Agile. Retrieved from source.
- Fernie, J., Sparks, L., McKinnon, A.C. (2010). Retail Logistics in the UK: Past, Present and Future, *Intl J. of Retail & Distribution* 38(11/12), 894-914.
- Forrester (2013). *Mapping the Connected World*. Retrieved from source.
- Gartner (2015). Gartner Announces Rankings of Its 2015 Supply Chain Top 25. Downloaded Feb 2016 from <http://www.gartner.com/newsroom/id/3053118>.
- IndustryWeek (2015). Top 25 Supply Chains of 2015. Downloaded Feb 2016 from http://www.industryweek.com/supply-chain/top-25-supply-chains-2015#slide-24-field_images-167391
- Hines, P., Taylor, D. (2000). *Going Lean*. Lean Enterprise Research Centre, Cardiff Business School. Retrieved from source.
- Martínez, S., Errasti, A., Rudberg, M. (2015). Adapting Zara's 'Pronto Moda' to a value brand retailer *Production Planning & Control*, 26:9, 723-737.
- Myerson, P. (2015). *Supply Chain and Logistics Management - Made Easy*, Pearson.

- Perry, P., Fernie, J., Wood, S. (2014). The International Fashion Supply Chain and Corporate Social Responsibility. In Fernie, J. and Sparks, L. (eds.) (2014) *Logistics and Retail Management: Emerging issues and new challenges in the retail supply chain*, 4th Edition, Kogan Page: London.
- Procurify (2014). How the Demand Chain will Change the Future of Agile and Lean Procurement. Downloaded Feb 2016 from <http://sandhill.com/article/how-the-demand-chain-will-change-the-future-of-agile-and-lean-procurement/>
- Procurify (2014). Agile and lean supply chain management (video and text). Downloaded Feb 2016 from <http://blog.procurify.com/2014/04/22/agile-lean-supply-chain-management/>
- Sheffi, Y. (2014). *Logistics Clusters: Delivering value and driving growth*, MIT Press. See also https://www.google.co.nz/?gfe_rd=cr&ei=HWuxVqfyM8Xu8weWzraQCA&gws_rd=ssl#q=Chapter+19+Logistics-Intensive+Clusters:+Global+Competitiveness+and+Regional+Growth+Yossi+Sheffi and <http://sheffi.mit.edu/sites/default/files/Clustering-SupplyChainQuarterly.pdf> and the video ??
- Shepherd, C., Gunter, H. (2011). Measuring Supply Chain Performance: Current Research and Future Directions. In Fransoo, J.C., Wafler, T., Wilson, J. (Eds) *Behavioral Operations in Planning and Scheduling*, Springer. Downloaded Feb 2016 from http://link.springer.com/content/pdf/10.1007/978-3-642-13382-4_6.pdf
- 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). Available from Unity Books, 57 Willis Street.
- Subramanian, R. (2016). Case study: When Tragedy Strikes Your Supply Chain. *Harvard Business Review Jan-Feb issue*. <https://hbr.org/2015/11/case-study-when-tragedy-strikes-your-supply-chain>
- Sweeney, E. (2004). Lean and Agile Supply Chains: Jargon or Action? Dublin Institute of Technology Practitioner Journals: National Institute for Transport and Logistics. Retrieved from source.
- Wright, N. (2010). Lean and Agile Supply Chain. *Scandinavian Brewers Review 67(4) 16-21*. Retrieved from source.
- Yen, B. (2015). The Internet of Things (IOT): Shaping the future of e-commerce. The Case Centre. Retrieved from source.

Course Schedule

Class Dates	Case and/or Topic	Text chapter
Week 1 Fri 4 Mar	Course intro Maina Traders	Ch 1: Operations strategy: developing resources and processes for strategic impact
Week 2 Fri 11 Mar	McDonalds (Tut 1) Zara (Assignment): retail/design	Ch. 2: Operations performance
Week 3 Fri 18 Mar	Eastpack/Zespri (RFID) Dell (bar codes)	Ch. 2: Operations performance
Easter Break		
Week 4 Fri 1 Apr	Ocado (Tut 2) (online supermarket) Lean at Boeing, Six sigma at Intel	Ch 3: Substitutes for strategy
Week 5 Fri 8 Apr	Delta (Tut 3) (capacity) Zara (assignment): agile vs lean supply chains; prodn & sourcing	Ch. 4: Capacity strategy, including logistics clusters
Week 6 Fri 15 Apr	Preston (Tut 4) (quality); Zara (assignment): RFID	Ch 5: Purchasing & supply strategy, including prodn & sourcing; Ch 7: Improvement strategy
Week 7 Fri 22 Apr	Benevento Foods (Tut 5) (quality) Amazon (final): FC, FBA	Ch 4: Capacity strategy, excluding logistics clusters

	Mid-Trimester Break	
Week 8 Fri 6 May	Amazon (final): working capital, Netflix vs Amazon	Ch 5: Purchasing & supply strategy
Week 9 Fri 13 May	Bonkers (Tut 6) (technology); Orcon	Ch 6: Process technology strategy Ch 7: Improvement strategy
Week 10 Fri 20 May	Amazon (final): quiz 1 (FC) Amazon (final): productivity of fixed assets; the future of process technology	Ch 6: Process technology strategy Ch 7: Improvement strategy
Week 11 Fri 27 May	Amazon (final): quiz 2 (growth) Guest lecture: Future of service technology	Ch 1: Decision areas and ratio analysis (pp. 26-30) as applied to Amazon's growth strategy
Week 12 Fri 3 Jun	Amazon (final): exam review	"What is Amazon's operations strategy?"



School of Management
MGMT 313 STRATEGIC OPERATIONS MANAGEMENT
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	Phone _____ Email _____	

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.

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.

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