

**Faculty of Commerce and Administration**

VICTORIA UNIVERSITY OF WELLINGTON

*Te Whare Wānanga o te Ūpoko o te Ika a Māui*

**International MBA Programme**



**VICTORIA  
MANAGEMENT SCHOOL**

*Te Kura Whakahaere*

**2007**

**IMBA 520  
OPERATIONS AND SERVICES  
MANAGEMENT**

**COURSE OUTLINE**

**Start Date:** 1 September 2007

**Format:** 10 - sessions over two weekends.

**Lecture Times:** 1 September: 2:00 – 6:00 pm & 7:00 – 9:00 pm  
1 September 11:00 – 2:00 pm & 3:00 – 6:00 pm  
29 September: 2:00 – 6:00 pm & 7:00 – 9:00 pm  
30 September: 11:00 – 2:00 pm & 3:00 – 6:00 pm

**Location:** CUHK

**Teaching Staff:** Arun Abraham Elias, PhD, MTech, MSc Engg., BTech.

Office: Victoria Management School,  
RH 931, PO Box 600, Wellington 6140, NZ

Email: arun.elias@vuw.ac.nz

Telephone: 64 4-463-5736 Fax: 64 4-463-5253

**Textbook:\*** Chase, R.B., Jacobs, F. R., & Aquilano, N. J. (2006). *Operations Management for Competitive Advantage*, 11<sup>th</sup> edition. Boston, MA: Irwin McGraw Hill.

In addition to the textbook, this course will rely in materials from a variety of sources, including practitioner and academic journals.

### **Course Objectives**

The International Master of Business Administration Programme serves to produce professional managers capable of fulfilling strategic roles within international business and government enterprises. Integral to this capability is an understanding of how operations are managed in international business settings.

Operations 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 management, using a systems approach.

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

- Appreciate the importance, challenge and creativity involved in managing operations;
- Understand the scope, frameworks, and key issues in the field of operations management;
- Critically evaluate the operations strategies of real world organisations, in terms of stakeholder expectations and sustainable competitive advantage;
- Develop familiarity with the common tools used in operations management to improve the efficiency and effectiveness of operating systems;
- Develop the ability to think systemically to analyse operations management problems and propose improvements.

## Assessment

Individual Assignment	20 %	due 15 September 2007
		returned 29 September 2007
Group Project Assignment	30%	due 30 September 2007
Final Examination	50 %	21 October 2007

**Individual Assignment (20%)** – The individual hand-in assignment will be discussed during the initial sessions, at which time detailed terms of reference will be distributed. Written assignment reports will be due at class by 2:00 pm on Saturday, 15 September 2007.

**Project (30%)** – The group project will be discussed during the first visit, at which time detailed terms of reference will be distributed. Written Group Reports will be due on Sunday 30 September 2007 at 11:00 am at class.

Important Note – Inclusion of others' work and research completed is welcome. However, such material (even if it is a single sentence) must be explicitly recognised with quotation marks in the project report, citing its origin in a footnote.

**Final Examination (50%)** - A final three-hour open-book examination will be held on Sunday, 21 October 2007, (location and details to be advised by APIB) during which students will be expected to apply their knowledge to organisational problem situations described by means of case vignettes. In accordance with University policy, students must obtain a minimum of forty percent of the marks available on the final examination in order to pass the course.

## **Course Terms of Reference**

### **Handing in assignments**

Assignments should be submitted in hard copy form, by the due time on the due date. Assignments received after that time will be deemed to be late.

**All Hand-Ins** should have: an Assignment Cover Sheet stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page, and use in-text referencing and include a list of references at the end. Preferred referencing style is APA system.

**Students will prepare two copies of each hand-in and keep a second copy for their own reference and for use during the tutorial. Students must also keep an electronic copy of their work.**

Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic.

### **Late Assignments**

Given the modular nature of the course delivery and relatively short time for marking and return, it is imperative that assignments are handed in on time. Late assignments will incur a 50% penalty on the assigned mark. Assignments more than two weeks late will not be accepted. In addition, late assignments will not be available by the agreed-to return date.

### **Obtaining Terms**

To obtain terms to sit the final examination in this course, students are required to fully participate in both weekend modules and submit the written assignment reports.

### **Passing the Course**

In order to pass this course, students are required to obtain at least forty percent of the final examination marks available, and obtain at least fifty percent of the overall course marks available.

## Victoria IMBA Grading Standards

Excellent Category	A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.
Very Good Category	B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds "competency".
Good Category	B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.
Satisfactory Category	B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.
Marginal Category	C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to "fail" the student.
Unsatisfactory / Failure Category	E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.
Ungraded Failure	K Failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment.

### Individual Work

While the Victoria IMBA programme 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. Please do not work together to formulate a response and do not loan out your completed assignments.

### Plagiarism

The Victoria IMBA programme views plagiarism as a serious offence. Students who plagiarise put themselves at risk of expulsion from the programme. Plagiarism is defined as representing someone else's work as your own. It includes, cutting and pasting material from websites, typing in sentences and paragraphs from books and journals, copying from other assignments and materials, and taking quotes that others have used without recognising the originator. It also includes writing verbatim from a textbook in an open-book examination situation without recognising the source of your material. If you use other peoples' materials, then you must give them credit and recognise the source. This includes making the material explicit by putting it in quotations and placing a footnote at the bottom of the page or back of your document to indicate complete details of the author and source.

VICTORIA UNIVERSITY OF WELLINGTON  
*Te Whare Wananga o te Upoko o te Ika a Maui*



**GENERAL UNIVERSITY POLICIES AND STATUTES**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at [www.vuw.ac.nz](http://www.vuw.ac.nz).

**Student and Staff Conduct**

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at [www.vuw.ac.nz/policy/studentconduct](http://www.vuw.ac.nz/policy/studentconduct). The Policy on Staff Conduct can be found on the VUW website at [www.vuw.ac.nz/policy/staffconduct](http://www.vuw.ac.nz/policy/staffconduct).

**Academic Grievances**

If you have any academic problems with your course you should talk to the tutor or lecturer concerned; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website at [www.vuw.ac.nz/policy/academicgrievances](http://www.vuw.ac.nz/policy/academicgrievances).

**Academic Integrity and Plagiarism**

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning

- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website at [www.vuw.ac.nz/home/studying/plagiarism.html](http://www.vuw.ac.nz/home/studying/plagiarism.html).

### **Students with Impairments**

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz).

The name of the Disability Liaison Person can be obtained from the IMBA Programme Director.

### **Appeals / Concerns / Statute on Conduct**

If you have any concerns with your courses, you should first talk to the lecturer concerned and, if you are not satisfied with the result of that meeting, contact the Director of the MBA. ([paul.mcdonald@vuw.ac.nz](mailto:paul.mcdonald@vuw.ac.nz)). The University has well developed, independent procedures for dealing with academic grievances and complaints. These procedures are set out in the Statute on Academic Grievances in the University Calendar.

### Session Schedule - IMBA 520 – 2007

SESSION	Topics	BASIC READINGS
1 1 September 2:00 – 4:00pm	Course Introduction Nature of Operations Management	Chase et al. (2006) Chapter 1
2 1 September 4:00 – 6:00pm	Operations Strategy Stakeholder Analysis	Chapter 2 Reading 1
3 1 September 7:00 – 9:00pm	Process Mapping Blueprints	Chapter 5 Chapter 7
4 2 September 11.00 – 2.00 pm	Operating System Analysis Critical Examination	Technical Note 5
5 2 September 3.00 – 6.00 pm	Operating System Improvement Benchmarking	Chapter 9
6 29 September 2:00 – 4:00pm	Total Quality Management Quality Gurus	Chapter 8
7 29 September 4:00 – 6:00pm	Statistical Quality Control Statistical Process Control	Technical Note 8
8 29 September 7:00 – 9:00pm	Operating Systems Modelling Qualitative Modelling	Reading 2
9 30 September 11.00 – 2.00 pm	Project Management Operations Scheduling	Chapter 3 Chapter 17
10 30 September 3.00 – 6.00 pm	Course Summary & Review Group Project Presentations	

# IMBA 520 – Session 1 – Teaching Objectives

## Introduction

- Understand the course objectives: review the course outline, learning objectives and assignments
- Discuss the nature of operations management
- Appreciate the importance of taking a systems approach to operations management

## Relevant Reading for Session 1:

Chapter 1 of the textbook

This chapter gives you an introduction to the field of operations management. It also discusses the historical developments of operations management.

## Upcoming in Session 2:

- Operations Strategy
- How to conduct a stakeholder analysis

**Think About:** How can organisations gain competitive advantage through operations management?

# IMBA 520 – Session 2 – Teaching Objectives

## Operations Strategy

- Appreciate the importance of operations strategy in operations management
- Understand the link between corporate strategy and operations strategy
- Learn how to conduct stakeholder analysis

## Relevant Reading for Session 2:

Chapter 2 of the textbook

### Reading 2

Elias, A. A., Cavana, R. Y., & Jackson, L. S. (2002). Stakeholder analysis for R&D project management. *R&D Management*, 32(4): 301-310.

Chapter 2 provides you with a definition of operations strategy and presents the operations competitive dimensions. Reading 2 explains how to conduct a stakeholder analysis.

## Upcoming in Session 3:

- Process mapping

**Think about:** The differences between manufacturing and services and how different is it to map a manufacturing process compared to a process in a service

# IMBA 520 – Session 3 – Teaching Objectives

## Process Mapping

- Appreciate the importance of process mapping while describing operating systems
- Understand how to develop process flowcharts for manufacturing operations
- Learn how to develop service blueprints

## Relevant Reading for Session 3:

Chapter 5 of the textbook

Chapter 7 of the textbook

Chapter 5 explains about process analysis. Chapter 7 introduces you to services and has examples of service blueprints.

## Upcoming in Session 4:

Operating System Analysis

**Think About:** How to analyse an operating system critically

# IMBA 520 – Session 4 – Teaching Objectives

## Operating System Analysis

- Appreciate the importance of operating system analysis in operations management
- Understand how to critically analyse an operating system using the Questioning Technique
- Learn how to undertake a method study

## Relevant Reading for Session 4:

Technical Note 5 of the textbook

This technical note explains about work measurement and standards. It also discusses about work methods.

## Upcoming in Session 5:

Operating System Improvement

**Thin About:** Once you have described and analysed your operating system, what are the possible improvements that can be made to the operating system you selected.

# IMBA 520 – Session 5 – Teaching Objectives

## Operating System Improvement

- Understand the role of operating system improvement in operations management
- Learn how to conduct a benchmarking study
- Appreciate the importance of operating system improvement in operations consulting

## Relevant Reading for Session 5:

Chapter 9 of the textbook

This chapter gives you an introduction to the field of operations consulting. It includes an operating consulting tool kit that can be used for operating system improvements.

## Upcoming in Session 6:

Total quality management

**Think About:** Developing your own definition for quality

# **IMBA 520 – Session 6 – Teaching Objectives**

## **Total Quality Management**

- Appreciate the importance of total quality management in operations management
- Understand the philosophies and contributions of some of the quality gurus
- Learn how to use quality management tools like the Cause and Effect Diagrams

## **Relevant Reading for Session 6:**

Chapter 8 of the textbook

This chapter introduces you to the area of quality management in operations management. It provides a comparison of the quality philosophies of the main quality gurus.

## **Upcoming in Session 7:**

Statistical quality control

**Think About:** How you can use quantitative approaches to quality management

# IMBA 520 – Session 7 – Teaching Objectives

## Statistical Quality Control

- Appreciate the relevance of quantitative approaches to quality management
- Understand the importance of process variation
- Learn how to develop statistical process control charts

## Relevant Reading for Session 7:

Technical Note 8 of the textbook

This technical note introduces you to the field of statistical quality control. It includes numerical examples on p chart and statistical process control.

## Upcoming in Session 8:

Operating systems modelling

**Think About:** The possible obstacles you will face as a manager, when you implement some of the improvements you identified to your operating system in the previous section.

# IMBA 520 – Session 8 – Teaching Objectives

## Operating Systems Modelling

- Systems Thinking
- Long term perspective while implementing operating system improvements
- Causal loop diagrams

## Relevant Reading for Session 8:

### Reading 2: Causal Loop Diagrams

Sterman, J.D. (2000). *Business Dynamics: Systems Thinking and Modeling for a Complex World*. New York, NY: Irwin/McGraw Hill. pp.137-168

This reading by Prof. John Sterman of the MIT explains how to draw causal loop diagrams.

## Upcoming in Session 9:

Project management

Operations scheduling

**Think About:** Any projects that you were involved in and the challenges you faced in that project.

# IMBA 520 – Session 9 – Teaching Objectives

## Project Management and Operations Scheduling

- Appreciate the importance of project management and operations scheduling in operations management
- Understand how network planning models can be used in project scheduling
- Learn about priority rules and techniques in operations scheduling

## Relevant Reading for Session 9:

Chapter 3 of the textbook

Chapter 17 of the textbook

Chapter 3 gives a broad overview to the files of project management. It includes examples of ‘Gantt Charts’ and ‘Critical Path Method’. Chapter 17 introduces operations scheduling and includes examples of priority rules and techniques.

## Upcoming in Session 10:

Course Summary & Review

**Think About:** The strengths and weaknesses of the framework: describing, analysing and improving an operating system.

# **IMBA 520 – Session 10 – Teaching Objectives**

## **Course Summary & Review**

- Appreciate the links between different topics covered in this course
- Critically evaluate the framework used in this course consisting of describing, analysing and improving an operating system
- Discuss the strengths and weaknesses of different tools discussed in this course

## **Group Presentations**

Each group will give a 10 minutes presentation on analysing and improving an operating system of their choice. This will be followed by 5 minutes of discussion

## **Final Examination:**

21 October 2007

3 hours – Open Book

- Mini-cases
  - Short answer questions
  - Numerical problems
-