

COURSE INFORMATION

Course title:	Operations	
Course code:	BASC 550	
Session, term, period:	2023W1, Period 1	Class location: ANGU-254 (DD1), ANGU-133 (DD2)
Section(s):	DD1, DD2	Class times: Mon & Wed; DD1: 10AM-12PM; DD2: 8AM-10AM
Course duration:	Sept 11 to Oct 13, 2023	
Division:	Operations & Logistics	
Program:	MMDD	

INSTRUCTOR INFORMATION

Instructor:	Prof. Michael Kim, PhD	
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Teaching assistant:	Mr. Xinyuan Zhang	
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COURSE DESCRIPTION

An organization's ultimate success depends on how efficiently and effectively it executes its strategic goals. This requires a detailed understanding of the processes used to produce and deliver goods and/or services to customers. This course will provide students with the managerial tools needed to understand and articulate the impact of an organization's business processes, and the ability to analyze and continuously improve these business processes.

COURSE FORMAT

This course will be taught in person. Typical use of class time will include formal lecture, discussion, cases, and in-class problem-solving.

LEARNING OBJECTIVES

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

1. Understand the basics of business processes, and recognize key drivers for supply chain systems
2. Use & build simple quantitative tools for modeling tradeoffs in a setting with multiple objectives
3. Identify how to improve the operational efficiency of a business system
4. Communication the impact of operational decisions on other functional areas of an organization
5. Recommend strategies based on a case analysis.

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Assignments	30%
Final exam	55%
Class participation	15%
Total	<u>100%</u>

Details of Assessments

Assignments

There will be two assignments based on lectures and cases and other materials. Assignments are to be done individually. You are required to acknowledge any book you have consulted. The objective in these assignments is to ensure that you have put in honest effort to keep up with the pace of the course (in preparation for the final), to ensure that students have given sufficient thoughts to the question and have considered relevant issues. All the submissions will be handled electronically (unless specified otherwise). More detailed instructions will be given in class.

Final Exam

Detailed instructions will be given in class.

Participation

The participation grade is based on the instructor's evaluation of the quality of each student's progress and contribution during the semester. Please carefully read all assigned materials, make a serious attempt to complete exercises and answer assigned questions, and be ready and willing to actively engage in the classroom learning experiences. Students may be asked to explain concepts in class. The implicit assumption is that we all have something to contribute to the collective learning experience each day, and we all want to benefit from it. Coming prepared will maximize the benefits for everyone. Class participation will be evaluated based on each student's comments and contributions to the class discussions.

LEARNING MATERIALS

Reading package (see the course site for more information)

Recommended Textbook: F. R. Jacobs and R. Chase, *Operations and Supply Chain Management* 14e. McGraw-Hill, 2013.

COURSE-SPECIFIC POLICIES AND RESOURCES

Missed or late assignments, and regrading of assessments

Late submissions will not be accepted and will receive a grade of zero.

Note on Re-Grading

If you feel that your performance has been under-evaluated, please resubmit your work, along with a written statement directly to the course instructor within three business days after receiving your grades, explaining clearly why you feel that your grade should be adjusted. In order to prevent "cherry-picking", the course instructor will re-grade your entire assignment/exam, which may possibly lower your grade. If you are not satisfied with the regrading, please feel free to talk to the instructor in person.

Academic Concessions

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an [Academic Concession Request & Declaration Form](https://webforms.sauder.ubc.ca/academic-concession-rhlee) <https://webforms.sauder.ubc.ca/academic-concession-rhlee>. If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per [UBC's policy on Academic Concession](#).

POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

Attendance

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a “W” or an “F” standing on the transcript.

Punctuality

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

Electronic Devices

During online lectures, students are not permitted to use any electronic devices other than the primary one used for attending the online lecture (e.g. laptop or desktop). Only Zoom should be open during the online lecture unless an instructor advises the use of another program/website for an in-class activity. Feedback from students indicates that personal devices are the number one distraction from effective learning and participation in the online learning environment.

Citation Style

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:

<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625>

UNIVERSITY POLICIES AND RESOURCES

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at <https://senate.ubc.ca/policies-resources-support-student-success>.

Respect for Equity, Diversity, and Inclusion

The UBC Sauder School of Business strives to promote an intellectual community that is enhanced by diversity along various dimensions including status as a First Nation, Metis, Inuit, or Indigenous person, race, ethnicity, gender identity, sexual orientation, religion, political beliefs, social class, and/or disability. It is critical that students from diverse backgrounds and perspectives be valued in and well-served by their courses. Furthermore, the diversity that students bring to the classroom should be viewed as a resource, benefit, and source of strength for your learning experience. It is expected that all students and members of our community conduct themselves with empathy and respect for others

Academic Integrity

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic

integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President's Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

Academic Freedom and Students Studying from Outside Canada

During this pandemic, the shift to online learning has greatly altered teaching and studying at UBC, including changes to health and safety considerations. Keep in mind that some UBC courses might cover topics that are censored or considered illegal by non-Canadian governments. This may include, but is not limited to, human rights, representative government, defamation, obscenity, gender or sexuality, and historical or current geopolitical controversies. If you are a student living abroad, you will be subject to the laws of your local jurisdiction, and your local authorities might limit your access to course material or take punitive action against you. UBC is strongly committed to academic freedom, but has no control over foreign authorities (please visit <http://www.calendar.ubc.ca/vancouver/index.cfm?tree=3,33,86,0> for an articulation of the values of the University conveyed in the Senate Statement on Academic Freedom). Thus, we recognize that students will have legitimate reason to exercise caution in studying certain subjects. If you have concerns regarding your personal situation, consider postponing taking a course with manifest risks, until you are back on campus or reach out to your academic advisor to find substitute courses. For further information and support, please visit: <http://academic.ubc.ca/support-resources/freedom-expression>

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All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s) constitutes a breach of copyright and may lead to academic discipline and could be subject to legal action. Any lecture recordings are for the sole use of the instructor and students enrolled in the class. In no case may the lecture recording or part of the recording be used by students for any other purpose, either personal or commercial. Further, audio or video recording of classes are not permitted without the prior consent of the instructor. Students may not share class Zoom links or invite others who are not registered to view sessions.

ACKNOWLEDGEMENT

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the xwməθkwəyəm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

COURSE SCHEDULE

(Subject to change with class consultation)

Class	Date	Topic	Readings or Activities	Assessments due
1	Sept 11	Introduction Operations and Processes	Benihana of Tokyo	
2	Sept 13	Process Analysis 1: flow charts	Kristen's Cookies	
3	Sept 18	Process Analysis 2: Capacity, bottleneck analysis, utilization, throughput		
4	Sept 20	Process Analysis 3: Inventory build-up diagrams, Little's Law	National Cranberry Cooperative	
5	Sept 25	Critical Path Analysis: Gantt charts, costing, crashing		Assignment 1: Due Sept 26 @ 11:59 PDT
6	Sept 27	Process and Variability 1: Impact on variability, uncertainty, probability		
7	Oct 2	Process and Variability 2: Buffer, the "OM triangle"	Shouldice Hospital	
8	Oct 4	Process and Variability 3: Quantifying variability, risk-pooling		
9	Oct 9	Introduction to Inventory Management and Forecasting		Assignment 2: Due Oct 10 @ 11:59 PDT
10	Oct 11	Quality, Safety and Reliability (time-permitting)	Toyota Motor Manufacturing USA, Inc.	
	TBA	Final Exam		

ASSIGNMENT DUE DATES

- **September 26, 2023 @ 11:59PM PDT:** Assignment 1
- **October 10, 2023 @ 11:59PM PDT:** Assignment 2