

COURSE INFORMATION

Course title:	Operations and Logistics	Credits:	1.5
Course code:	BASC 550	Class location:	
Session, term, period:	2023 W2	Class times:	March 1, 2, 3
Section(s):	823	Pre-requisites:	n/a
Course duration:	March 2024	Co-requisites:	n/a
Division:	OPLOG		
Program:	IMBA		

INSTRUCTOR INFORMATION

Instructor:	Dr. Mahesh Nagarajan	Office hours:	By Appointment on zoom.
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COURSE DESCRIPTION

Operations managers are primarily concerned with the production and delivery of goods and services. They are responsible for the systematic planning, designing, operating, controlling and improving the various production/service processes involved from the time a customer places an order to the time the product is delivered. The challenge for operations managers is to produce goods and deliver services in accordance with the business strategy of their company. Typically, this involves balancing the needs for lower costs, higher quality, shorter production times and greater operational flexibility, impact on the environment etc. while at the same time getting the customer orders (products or services) out on time. In this course you will learn the fundamentals principles of Operations Management, enhance your managerial insights and intuition and improve your business decisions.

This course will be conducted in an interactive and participative manner. The online sessions are designed to draw upon the rich experience base of the students. Learning will be facilitated through lecture and discussion. Students are expected to attend class, have read the assigned readings from the course binder, thought about the questions posed in the readings or in the syllabus, and actively contribute to discussions

COURSE FORMAT

Lectures in Shanghai & short video recordings for self study as supplement.

LEARNING OBJECTIVES

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

- Explain fundamental concepts related to Operations management and strategy.
- Describe the role of operations and how it integrates with other business functions.

- Analyze “uncertainty” and how it relates to business decisions.
- Evaluate operational issues using different frameworks for managerial decision making.

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Assignments	50%
Final exam	40%
Class participation	<u>10%</u>
Total	<u>100%</u>

Details of Assessments

The course assessment will be based on a final exam, class participation and individual assignments. The details are as follows. Please see the document on the guidelines for the homework assignments for more details (posted on Canvas).

Activity	Grade %	Due Date	Notes
Galanz Enterprizes	5	February 28, Wednesday Midnight Vancouver Time	See instructions
Dell Interview	5	February 28, Wednesday Midnight Vancouver Time	See Instructions
Wriston Case	10	February 28, Wednesday Midnight Vancouver Time	See instructions
Zara Case	10	February 28, Wednesday Midnight Vancouver Time	See instructions
Barilla	10	February 28, Wednesday Midnight Vancouver Time	See instructions
Hema (Ali)	0	In class Discussion	See Instructions
China Auto Finance	10	TBD (after lectures)	See instructions

Class Participation	10	N/A	During class
Final Exam	40	As per IMBA Schedule	As per IMBA Schedule

LEARNING MATERIALS

Reading Materials: Readings (articles) on Canvas and class lectures (slides in Power Point) that will be posted during the sessions. No text books required. Videos on Canvas as needed (supplement).

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.

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](#).

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

On-Line Lecture Regulations

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>

COPYRIGHT

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 x^wməθk^wəy̓əm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

ONLINE TEACHING TOOL & REQUIREMENTS

This course will be taught using Zoom for synchronous classes and office hours.

For this course, you are encouraged to use a Zoom account during synchronous classes and office hours.

To help replicate the classroom experience, make sessions more dynamic and hold each person accountable, both students and instructors are required to have their cameras on during Zoom sessions. Students who require an accommodation with regard to the "camera on" requirement must contact their instructors in advance of the first class to discuss options. As professional graduate students, students are expected to conduct themselves professionally by joining sessions on time, muting mics when not speaking, refraining from using any other technology when in-session, attending in business casual dress (at a minimum), and participating from a quiet environment. Content from synchronous sessions will not be available.

COURSE SCHEDULE

(Subject to change)

Please read the pre-readings I have slotted below **BEFORE** class. The rough plan is as below.

Day 1: March 01 2024 Friday

Pre-Reading: An Interview with M. Dell and Galanz Enterprizes (Dell and Galanz homework assignment due Feb 28, Midnight)

- **An Introduction to Operations Management**

- We will use the Dell article to introduce several operational concepts in the context of the direct business model. The article serves as a useful backdrop in introducing these concepts. Our interest is not per se on Dell but more the direct model.
- We will use the Galanz article to talk about basic operations strategy along with Dell.

- **Basics of process flow**

We will look at viewing several business activities as flows of entities through processes. This framework allows us to evaluate the operations of several firms. It also allows us to reconcile concepts in operations to accounting that you will learn later in this program. We will understand how to measure, improve and understand business processes.

In class exercise: Kristen cookie case. *No need to pre-read this.*

We will also discuss process quality and have a **short** discussion about **China Auto Finance** case. No need to read this case beforehand.

- **Matching Products and Services and products**

(Pre-Reading: Taxonomy of process types. You will also need this for Wriston Case)

This topic covers the different types of manufacturing processes and matches them to the type of products that these processes use. This is a simple concept, but has some powerful lessons to be learnt both for service and manufacturing firms. We will see several examples of these concepts in practice. We will also tie these to metrics used to evaluate multi facility operations and cover some important concepts such as allocation of overheads and common costs, transfer prices etc.

Day 2: March 02, 2024 Saturday

- **Uncertainty, Risk and using Data: An introduction**

(No pre-readings)

An important ingredient in making business decisions is data. We will look at some basic concepts in statistics that will teach us how one can use data and make effective managerial decisions. In doing this, we will cover some basic concepts in probability and use it illustrate risk, the effects of uncertainty and a framework for making decisions under risk. We will look at hoe one can interpret data, use data for prediction and test how good our predictions and decisions actually are.

This will be illustrated by examples from Operations, Marketing and Finance.

- **Products processes and facility location:**

(Pre-reading: Wriston Manufacturing case. Please read before class. You also have a homework assignment based on Wriston February 28 Midnight)

- **Models for optimal capacity decisions:**

(No pre-readings)

- Economic order quantity.
- Economic models of capacity and resource allocation.
- Relationship to finance, process flow and operations.

Day 3: March 3, 2024 Sunday

- **Understanding Uncertainty and Risk**
(No pre-readings)
We will re-visit what we learned from day 2 and now use it to make managerial decisions when faced with risk. We will also look at strategies that firms may employ to mitigate risk.
- **Operations Strategy**
(Pre-reading: Zara case. You also have a homework based on Zara due February 28 Midnight)
 - Operations Management Triangle
 - Operations Strategy using the Zara case
 - **Zara and SHEIN** – Digital transformation and Operations. **(Pre-Work:** Please research or read any new items on **SHEIN** that you can. No assigned article)
 - Retail operations **(Pre Reading:** Please read the **Hema Retail Case)**
- **Supply chain Management: Operational Changes**
(Pre-reading: Barilla case. You also have a homework based on Barilla due Feb 28 Midnight)

Asynchronous Recordings:

In addition to the live lectures, I will be posting recorded sessions for this course which can be used as supplements.