

COURSE INFORMATION

Course title:	Operations	Credits:	1.5
Course code:	BASC550	Class location:	HA132
Session, term, period:	2019W2, Period 4	Class times:	Tue. Thur. 10:00 – 12:00
Section(s):	MM1	Pre-requisites:	n/a
Course duration:	Mar 3 to Apr 8, 2020	Co-requisites:	n/a
Division:	Operations and Logistics		
Program:	MM		

INSTRUCTOR INFORMATION

Instructor:	Dr. Sha Liao	Office location:	HA 484E
Phone:	6048220973	Office hours:	Thu. 12:00 - 13:00
Email:	sha.liao@sauder.ubc.ca		

COURSE DESCRIPTION

An organization's 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. Many concepts in this course are fundamental for advanced topics such as supply chain management.

COURSE FORMAT

Class meet twice per week face-to face; each lecture is 2 hours.

LEARNING OBJECTIVES

By the end of this course, students will be able to carry out business process analysis from an operations perspective, and apply quantitative and qualitative tools to problems including:

- Bottleneck analysis
- Process quality improvement
- Waiting line analysis
- Decision tree analysis
- Simple linear optimization

ASSESSMENTS

Summary

Component	Weight
4 Group cases (Toyota, Safe birth, TRIAS, Red Brand) each 8%	32%
2 Individual cases (Kristen's cookie, Shouldice) each 5%	10%
Final exam	48%
Class participation	10%
Total	100%

Details of Assessments

Group Cases and Individual Cases:

There are group cases and individual cases. You are required to acknowledge any book or person you have consulted. The objective in these assignments is to ensure that you have put in an honest effort to prepare the case, to ensure that students have given sufficient thoughts to the question and have considered relevant issues. Cases are due before the start of the class. Both group and individual cases need to be submitted on time, no late submission will be accepted. When you write your report, state your assumptions clearly and present what you consider to be the most important issues and the most effective recommendations. Please avoid repetition of case facts.

In case of a joint submission, no more than 4 students voluntarily form groups. Your memo should be in pdf format (single spaced, 11-point font) and is no more than 3 pages (not including appendix). E-mail one copy of the report on behalf of entire group, and copy all group members, to sha.liao@sauder.ubc.ca. For individual cases, please submit your memo through canvas. Your memo should be in pdf format (single spaced, 11-point font) and is no more than 2 pages (not including appendix).

Final Exam:

Final exam will be open book and open notes. You are allowed to bring a non-graphic calculator. Computers, cell phones and other electronic devices with possible internet connections are not allowed.

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 serious attempt to complete exercises and answer assigned questions, and be ready and willing to actively engage in the classroom learning experience. 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. The participation grade will be assessed in the most objective way possible; I will keep track each of your contributions.

LEARNING MATERIALS

Required Reading Materials:

- Class notes and other materials (posted on canvas)
- Case Packet (instruction in in the Appendix), Benihaha, TRIAS, Red Brand
- Cases on canvas (canvas → library online reserve), Kristen, Shouldice, Toyota

Recommended Reading Materials:

- G. Cachon and C. Terwiesch. Matching Supply with Demand. (3rd edition)

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>. 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.

Other Course Policies and Resources

Email: Please follow these guidelines of email etiquette when emailing the professor.

- In the "From" field, be sure to display your correct name (no email nicknames please).
- Write a brief but clear Subject line that identifies the main issues in the email.
- In the body of your email, include your full name and student number, the course number and section number.
- Use one email address for all correspondence.

Name Tent: To help the instructor learn your name, please bring a name tent (i.e., 8.5-by-11-inch sheet folded in half with your first and last names clearly written with a dark marker) and place it on your desk during each class.

Classroom Expectations, Behavior and Code of Conduct: All students are expected to use common sense when attending lectures and labs with respect to attendance, being on time, cell phone and laptop use, participation and interactions with others. This course follows a "lids down" policy in class. This means all laptops, tablets, and other devices must be closed during lectures. The instructor will say "lids up" when it is time to use laptops, and you may then open your device if you wish.

As well, students can expect the instructor to:

- Design, develop and deliver course materials to the highest possible standard.
- Be attentive of, and respectful to, everyone in the room.
- Create an atmosphere where students treat all others appropriately.

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

Devices such as laptops, tablets, and cell phones are not permitted to be used in class unless directed by the instructor for in-class activities. Students who do not follow the School's policy in this regard may be required to leave the room for the remainder of the class, so that they do not distract others. Research shows that students' use of laptops in class has negative implications for the learning environment, including reducing their own grades and the grades of those sitting around them.

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>.

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.

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. Audio or video recording of classes are not permitted without the prior approval of the Instructor.]

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

	CLASS TOPICS	CONTENT / ACTIVITIES	WHAT'S DUE
Class 01 (Mar 03)	Introduction to Operations Process Flow Analysis (1)	Capacity Analysis	
Class 02 (Mar 05)	Process Flow Analysis (2)	Kristen's Cookie Little's Law	Kristen's Cookie
Class 03 (Mar 10)	Process Quality (Dr. Mahesh Nagarajan)	Toyota Case	Toyota Case
Class 04 (Mar 12)	Process Flow Analysis (4)	The Safe Birth Clinic Inventory Build-up	The Safe Birth Clinic
Class 05 (Mar 17)	Process Flow Analysis (3)	Shouldice Hospital	Shouldice Hospital
Class 06 (Mar 19)	Variability in Processes (1)	OM Triangle	
Class 07 (Mar 24)	Variability in Processes (2)	Waiting Line Analysis	Recommended Reading: Decision Trees
Class 08 (Mar 26)	Decision Tree Analysis	TRIAS	TRIAS
Class 09 (Mar 31)	Introduction to Optimization	Red Brand Canners	Red Brand Canners
Class 10 (April 02)	Operations, Strategy & Financial Impact	Benihana Case	

APPENDIX

Greetings,

This message explains how to purchase materials needed for your course.

Course: Operations

Professor(s): Sha Liao

Starting: Mar 03, 2020

Ending: Apr 10, 2020

Go to the Ivey Publishing website at www.iveycases.com

Log in to your existing account or click "Register" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student User" role.

Click on this link or copy into your browser: <https://www.iveycases.com/CoursepackView.aspx?id=24652>

Click "Add to Cart".

You may choose to order in either print or digital format.

To order the material in digital format, check "digital download" and click "OK".

To order a printed copy for delivery, enter the print quantity required and click "OK". Please note that shipping charges will apply.

Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.

When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.

If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.

If you ordered printed copies: Your order will be printed and shipped within 2 to 3 business days.

IMPORTANT: Access to downloadable files will expire 30 days from the order date, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader.

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Monday to Thursday: 8:00am-4:30pm (ET)

Friday: 8:00am-4:00pm (ET)