

COURSE INFORMATION

Course title:	Operations	Credits:	1.5
Course code:	BASC 550	Class location:	001: HA 132 002: HA 133
Session, term, period:	2019W1, Period 2	Class times:	001: Tue-Th, 8 am to 10 am 002: Tue-Th, 10 am to noon
Section(s):	001, 002	Pre-requisites:	n/a
Course duration:	Oct 28 to Dec 7, 2019	Co-requisites:	n/a
Division:	Operations and Logistics		
Program:	FT MBA Class of 2021		

INSTRUCTOR INFORMATION

Instructor:	Christopher Thomas Ryan	Office location:	HA 463
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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 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. The skills that students will develop in this course are relevant for all business students.

The course is designed to serve students interested in pursuing a career in operations and supply chain management, and those students with career interests in other areas who wish to expand their knowledge of this area.

COURSE FORMAT

The format will be discussion-based, either on business cases or other material. Slides will not be provided before class. All content will be developed via discussion and so students should come prepared to take notes. Taking pictures of the boards is also permitted. Minimal summary slides will be uploaded after class along with practice questions.

LEARNING OBJECTIVES

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

1. Understand fundamental concepts related to Operations management and strategy.
2. Understand the role of operations and how it integrates with other business functions.
3. Understand "uncertainty" and how it relates to business decisions.
4. Get familiar with different frameworks for managerial decision making.

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Case preparation assignments (group)	40%
Class contributions (individual)	25%
Take-home final case analysis (individual)	35%
Total	<u>100%</u>

Details of Assessments

In preparation for each case discussion, students will meet in groups to answer questions. These **case preparation assignments** will be posted on Canvas. Answers to these questions will be handed in at the specified time via Canvas. Each case assignment will be graded on a check/check plus/check minus scale, and the total score will be weighted to give 40% of the final grade. The purpose of evaluating case preparation is to encourage groups to meet together to discuss the cases to facilitate peer-learning. This group exchange, in turn, enriches in-class discussion. Preparation may include some quantitative and qualitative examination of cases, including calculation questions. Turn in only one write-up for the entire group from one of the group members' Canvas account.

Class contributions are an integral part of the class. The purpose of evaluating class contribution is to encourage a richer learning environment where the source of knowledge grows from beyond the professor and course materials to include the experience, intuition, and knowledge of the participants. A "good" in-class contribution:

- builds on others' contributions (preferably referring to the previous contributor by name),
- shares personal experience,
- uses detailed case facts (when appropriate),
- summarizes and clarifies several previous contributions,
- relates to previous discussions and the assigned readings, and – expresses doubts, concerns, limits of the framework or model.

There are other activities that will appear in Canvas whose completion will be weighed as part of class-participation. This includes completion of:

- a student information request
- pre-discussion polls
- a request for feedback on the contributions of fellow group members
- a participation self-assessment

Students will be provided feedback on their contributions after the fourth or fifth class meeting via Canvas.

The **final case analysis** is a take-home final project that asks for a comprehensive analysis of a provided case. The case will be provided **two** weeks before it is due.

LEARNING MATERIALS

Required: All required material will be available either on Canvas or in the course pack.

Additional materials recommended but not required: *The Goal* by Eli Goldratt (highly recommended)

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](#).

Other Course Policies

- Assessments due prior to a student adding the course will receive the average of their later assessment grades in that category.

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.

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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. 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

(Subject to change with class consultation)

Class	Date	Topic	Readings or Activities	Assessments due
1	Oct 29	Operations strategy	Rapid Rewards at Southwest	Southwest pre-class poll (individual) Student information assignment (individual)
2	Oct 31	Process flows	Pharmacy Service Improvement at CVS	CVS case prep (group) Student information assignment (if not handed in already)
4	Nov 7	Managing capacity, I Bottlenecks and capacity	Breakfast at the Paramount	Paramount case prep (group) Paramount pre-class poll (individual)
4	Nov 5	Managing capacity II, Capacity management under uncertainty	Sof-Optics, Inc. (A)	Sof-Optics case prep (group)
5	Nov 12	Managing flow, I	Reading Rehabilitation Hospital: Implementing Patient-Focused Care (A) (Abridged) IBM Credit	Reading Rehab case prep (group)
6	Nov 14	Managing flow, II Flow time management	Riverside fashions	Riverside case prep (group)
7	Nov 19	Managing inventory, I Newsvendor model	L.L. Bean, Inc.: Item Forecasting and Inventory Management	L.L. Bean case prep (group)
8	Nov 21	Managing inventory, II Economic Order Quantity		
9	Nov 26	Operations and culture, I Customer management	Zipcar: Influencing Customer Behavior	Zipcar case prep (group)

10	Nov 28	Operations and culture, II Employee management	Zappos.com 2009: Clothing, Customer Service, and Company Culture Excerpts from Schein "Organizational Culture and Leadership"	Zappos case prep (group)
Exam week				Take-home final case analysis due (individual) Participation self-assessment (individual) Peer evaluation (individual)