

COURSE INFORMATION

Course title:	Operations	Credits:	1.5
Course code:	BASC 550	Class location:	ANGU-435
Session, term, period:	2021W1, Period 1	Class times:	Mon & Wed; DD1: 8AM-10AM; DD2: 10AM-12PM
Section(s):	DD1, DD2		
Course duration:	Sept 13 to Oct 17, 2021		
Division:	Operations & Logistics		
Program:	MM Dual		

INSTRUCTOR INFORMATION

Instructor:	Prof. Michael Kim, PhD		
Phone:	604 822 8682	Office location:	HA471
Email:	mike.kim@sauder.ubc.ca	Office hours:	by appointment

Teaching assistant:	Mr. Vinayak Goel		
Office hours:	by appointment		
Email:	vgoel11@student.ubc.ca		

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

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>
Quizzes	25%
Final exam	50%
Class participation	<u>25%</u>
Total	<u>100%</u>

Details of Assessments

Quizzes

There will be two in-class quizzes based on lectures and cases and other materials. 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. The instructor will record data on class participation. "Good" participation is that which enhances group learning; it could be a question, an observation, a shared experience, and answer to a question or a relevant news clipping. "Bad" participation is any activity, verbal or non-verbal, which disrupts the class discussions and negatively affects the learning for other students in class.

LEARNING MATERIALS

Required: Reading package (see the course site for more information)

Additional materials recommended but not required: Additional readings may be posted on the course site.

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.

COVID-19 Policies for Attendance & Academic Concessions:

If a student feels unwell, they should stay home and send a courtesy email to each impacted instructor and cc their program manager. The student should also submit an [Academic Concession Request & Declaration Form](#).

If a student suspects possible Covid-19 infection, they should use the BC Ministry of Health’s [self-assessment tool](#), to help determine whether further assessment or testing for COVID-19 is recommended.

If a student is required to self-isolate (e.g., while waiting for test results), they should follow the steps above (stay home, email instructor(s) and program manager, submit an [Academic Concession Request & Declaration Form](#), and follow BC Health Guidance.

Students who are required to quarantine, should get in touch with their Program Manager to discuss the possibility of academic concessions for each impacted course. The Program Manager will work closely with your instructors to explore options for you to make up the missed learning.

Covid-19 Safety in the Classroom:

Masks: Masks are **required** for all indoor classes, as per the BC Public Health Officer orders. For our in-person meetings in this class, it is important that all of us feel as comfortable as possible engaging in class activities while sharing an indoor space. For the purposes of this order, the term “masks” refers to medical and non-medical masks that cover our noses and mouths. Masks are a primary tool to make it harder for Covid-19 to find a new host. You will need to wear a medical or non-medical mask for the duration of our class meetings, for your own protection, and the safety and comfort of everyone else in the class. You may be asked to remove your mask briefly for an ID check for an exam, but otherwise, your mask should cover your nose and mouth. Please do not eat in class. If you need to drink water/coffee/tea/etc, please keep your mask on between sips. Students who need special accommodation are asked to discuss this with the program office.

Seating in class: To reduce the risk of Covid transmission, please sit in a consistent area of the classroom each day. This will minimize your contacts and will still allow for the pedagogical methods planned for this class to help your learning.

Visit the following website for the most recent updates regarding Covid-19 protocol on campus: <https://students.ubc.ca/campus-life/returning-to-campus>

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

In-Person Regulations

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.

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 xwməθkwəyəm (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 might be taught using Zoom for synchronous classes and office hours.

For this course, you might be required to use a Zoom account during synchronous classes and office hours. If you do not have a Zoom account, you can create one here: <https://zoom.us/signup>. Note: creating a Zoom account requires that you provide a first name, last name, and email address to Zoom. For privacy purposes, you may consent to using your existing email address and your real name. Alternatively, if you prefer, you may sign up using an alternative email address and an anonymized name that does not identify you (i.e. Jane Doe, jane.doe@email.com). If you have trouble creating an account, or accessing a Zoom session, please contact CLCHelp@sauder.ubc.ca. You will be required to provide the email address associated with your Zoom account in a Canvas quiz for identification purposes.

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 be selectively recorded per instructor discretion and made available to students on Canvas for a maximum duration of the course length. This is done to allow students the opportunity to return to lecture content to solidify learnings.

---Schedule included on next page---

COURSE SCHEDULE

(Subject to change with class consultation)

Class	Synchronous	Date	Topic	Readings or Activities	Quizzes
1	Synchronous	Sept 13	Introduction Operations and Processes	Benihana of Tokyo	
2	Synchronous	Sept 15	Process Analysis 1: flow charts	Kristen's Cookies	
3	Synchronous	Sept 20	Process Analysis 2: Capacity, bottleneck analysis, utilization, throughput		
4	Synchronous	Sept 22	Process Analysis 3: Inventory build-up diagrams, Little's Law	National Cranberry Cooperative	
5	Synchronous	Sept 27	Process and Variability 1: Impact on variability, uncertainty, probability		Quiz 1
6	Synchronous	Sept 29	Process and Variability 2: Buffer, the "OM triangle"		
7	Synchronous	Oct 4	Process and Variability 3: Quantifying variability, risk-pooling	Shouldice Hospital	
8	Synchronous	Oct 6	Critical Path Analysis: Gantt charts, costing, crashing		
9	Synchronous	Oct 1	Introduction to Inventory Management and Forecasting		Quiz 2
10	Synchronous	Oct 13	Quality, Safety and Reliability (time-permitting)	Toyota Motor Manufacturing USA, Inc.	
		TBA	Final Exam		

QUIZ DATES

- **September 27:** Quiz 1, in class
- **October 1:** Quiz 2, in class