

### COURSE INFORMATION

Course title:	Operations		
Course code:	BASC 550	Credits:	1.5
Session, term, period:	2021W1, Period 2	Class location:	001: HA 132 002: HA 133
Section(s):	001, 002	Class times:	001: Tue/Thur, 8-10 am 002: Tue/Thur, 10 am - 12pm
Course duration:	Nov 1 to Dec 13, 2021	Pre-requisites:	n/a
Division:	Operations and Logistics	Co-requisites:	n/a
Program:	FT MBA Class of 2023		

### INSTRUCTOR INFORMATION

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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.

### 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. Class summaries 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 how “uncertainty” and how it relates to business decisions.

## ASSESSMENTS

### Summary

<u>Component</u>	<u>Weight</u>
Case memos [4 at 8.5% each] (group)	34%
Case summaries [6 at 4% each] (individual)	24%
Class participation (individual)	17%
Final reflection (individual)	<u>25%</u>
Total	<u>100%</u>

### Details of Assessments

Since the course is case-based, and student will benefit most from coming to class having thought deeply about the cases. There are two types of assignments related to this preparation.

The first are **case memos**. These are meant to be a thorough investigation of the case, tackling the core dilemma of the case. These will be undertaken in groups and will be graded carefully by the teaching assistant. *These case memos should **be no longer than 1500 words**, with at most three pages of figures or calculations.*

The second are **case summaries**. These are meant to help the students summarize their reading of the case and come to a short answer of a question about the case. These case summaries are completed individually. These case summaries should be **at most 350 words with at most one page of figures or calculations**. Case assignments will be graded on a check/check plus/check minus scale. The average score on each assignment is a “check”.

**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” 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.

For students less comfortable with speaking in class, there will be an **online discussion board** for each class. Contributions posted here are graded on par with in-class contributions.

In class participation is recorded after each class on a check/check plus/check minus system, done by the professor. Students who do not attend receive a 0 (this in no way conflicts with the standard RHL policy on attendance, see below). The average score in each class is a “check”.

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
- a request for feedback on the contributions of fellow group members

These are graded on a simple “did/did not do” scale.

The **final reflection** is a take-home exercise that asks students to reflect on their learning from class. A detailed description of the assignment is available on Canvas.

### 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>. 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-resourcessupport-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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**ACKNOWLEDGEMENT**

UBC’s Point Grey Campus is located on the traditional, ancestral, and unceded territory of the xwməθkwəy̓əm (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 (due at midnight the night before unless otherwise stated)
1	Nov 2	Operations strategy	Rapid Rewards at Southwest	Southwest case summary (individual)  Student information assignment (individual)
2	Nov 4	Process flows	Pharmacy Service Improvement at CVS  Videos: Process flows and Little’s Law	CVS case summary (individual)
3	Nov 9	Managing capacity, I  Bottlenecks and capacity	Breakfast at the Paramount  Video: Bottleneck analysis	Paramount case memo (group)
4	Nov 11	Sources of variability	ezza: Empowering women through nails	ezza case summary (individual)
5	Nov 16	Managing capacity, II  Capacity management under uncertainty	Sof-Optics, Inc. (A)	Sof-Optics case summary (individual)

6	Nov 18	Managing flow, I	Reading Rehabilitation Hospital: Implementing Patient-Focused Care (A) (Abridged)	Reading Rehab case memo (group)
7	Nov 23	Managing flow, II Flow time management	IBM Credit Riverside Fashions	Riverside case summary (individual)
8	Nov 25	Managing inventory Newsvendor model	L.L. Bean, Inc.: Item Forecasting and Inventory Management Video: Newsvendor model	L.L. Bean case memo (group)
9	Nov 30	Customers as operators	Zipcar: Influencing Customer Behavior	Zipcar case summary (individual)
10	Dec 2	Operational change management Operational culture	Affinity Plus (A) "Why organizations don't learn" by Gino and Staats Schein, excerpts from "Organizational Culture and Leadership"	Affinity Plus case memo (group)
Exam week				Take-home final reflection (individual) Peer evaluation (individual)