

COURSE INFORMATION

Course title:	Operations	Credits:	1.5
Course code:	BASC 550	Class location:	001: HA 337 002: DL 125
Session, term, period:	2023W1, Period 2	Class times:	001: T/R, 10am to 12pm 002: T/R, 2pm to 4pm
Section(s):	001, 002	Pre-requisites:	n/a
Course duration:	Oct 30th to Dec 9, 2023	Co-requisites:	n/a
Division:	Operations and Logistics		
Program:	FT MBA Class of 2025		

INSTRUCTOR INFORMATION

Instructor:	Samuel Roscoe	Office hours:	By appointment
Phone:	604 822 8439		
Office location:	HA474		
Email:	Samuel.roscoe@sauder.ubc.ca		

Teaching assistant:	Peter Xing
Office hours:	Contact via email to arrange meeting
Email:	peter.y.xing@gmail.com

COURSE DESCRIPTION

An organization's success depends on how efficiently and effectively it executes its strategic goals. This requires a detailed understanding of the operational 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 operational processes, and the ability to analyze and continuously improve these processes. The skills that students will develop in this course are relevant for all business students.

COURSE FORMAT

The course format will include lectures from the course instructor as well as simulations, exercises and case studies where students will apply their learning. PowerPoint Slides will be provided on Canvas before class as well as videos and instructional exercises to stress key learning points. Students should come to class prepared to take notes. The students will be allocated to groups and will remain in these groups throughout the course. There will be regular unassessed group presentations throughout the course, two assessed exercises and an assessed group presentation in module 10.




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.

SUSTAINABLE DEVELOPMENT GOALS (SDGS)

At UBC Sauder, we are committed to responsible business practices that can have transformative impacts on society. One of the ways we are reinforcing our commitment to responsible business is by showcasing relevant content in our courses via the lens of the [United Nations Sustainable Development Goals](#). In this course, we will touch on topics that relate to the following goals:

Sustainable Development Goal	Description of how and when the goal is covered in the course.
<p>Goal 9: Industry Innovation and Infrastructure</p> 	Throughout the course, we will discuss the role of innovative technologies in changing the way that goods are made and distributed around the globe. Students will learn how technologies such as 3D printing, Artificial Intelligence and Robotics are leading to novel manufacturing configurations and new supply chain designs that reduce transportation and the carbon dioxide emission that result
<p>GOAL 12: Responsible Consumption and Production</p> 	The case studies will examine how companies can become more sustainable in the extraction of raw materials and during the production of these materials into final products. Students will learn how to optimize production processes to reduce waste and harmful emissions through the production and distribution of products to customers around the globe.
<p>Goal 13: Climate Action</p> 	The final essay and student presentations will challenge students to examine how companies can build supply chain resilience to withstand increasing climate related disruptions around the globe. In their essays and presentations, students can consider low emission supply chain designs by considering how the reduction of wasteful activities in a company's operations and production processes can limit harmful emissions in the environment.

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Assessed Exercise: Little's Law (individual)	5%
Assessed Exercise: Process Analytics Tutorial (individual)	5%
Group presentation (group)	35%
Final Essay	40%
Class participation	15%
Total	100%

Details of Assessments

Assessed Exercises

The students will be required to complete two assessed exercises. The first on Little's Law asks the students to read a short case and then answer a number of questions relating to the content. The second assessment asks students to complete a process analytics tutorial and answers questions after each section. The students will be given marks out of 100 based on their understanding of the content and depth of knowledge demonstrated in their answers.

Group Presentation:

Students will be allocated to groups and will work in these groups throughout the course. The groups will have opportunities to present their case findings throughout the course. These presentations will allow the students to practice their presentation skills and will also allow the instructor to provide formative feedback. The groups will then provide an assessed group presentation in Module 10 based on their findings from a case study. The group presentation will contribute to 35% of your final grade and will be assessed by the instructor based on the following:

- 1) Professionalism of the Presentation (30%)
 - 2) Quality and Depth of Analysis (40%)
 - 3) The Coordination of the Presenters (15%)
 - 4) The Recommendations of the Group (15%)
- Total 100%

Individual Essay

The individual essay is worth 40% of your final grade for the course. The student is expected to write a 2000-word essay (+/- 10%) that answers the essay questions set out by the instructor in module 8. In-text citations are included in the word-count, however the final list of references, tables, figures and appendices are not included in the word count. The student is expected to read and reference relevant and reputable on-line sources and academic journal articles to support their answer. As a guide, the student is expected to read and cite at least 10 academic journal articles. The instructor will provide a list of articles on the topic to help the student make a start. This will be a guide only and the student is free to reference any reputable academic source that they think is relevant.

APA referencing style should be used, including author and date of the source (Handfield, 2003) in the body of the essay. A full APA style reference list should be included at the end of the essay. In text citations should be used whenever specific ideas, arguments, models, and/or information attributable to other authors/sources are used in the essay. All quotations should be clearly acknowledged and sourced including page references. Full details of all source material should also be included in the Reference List.

The student is not allowed to use artificial intelligence tools such as ChatGPT in formulating their essay. Checks will be made by the instructor to ensure that artificial intelligence tools are not used. If it is suspected that the student has used artificial intelligence tools, the student will be reported for academic misconduct.

The essay will be assessed based on five criteria:

1. Structure and presentation of essay– (20% of total mark) - A clear, professional, and well-structured essay including statement of the problem, your selected strategy to overcome the problem, and alternative strategies that could also be considered to overcome the problem. The essay should include an introductory paragraph setting out your argument, the body of the essay (2 to 3 paragraphs), and a concluding paragraph that clearly outlines your recommendations.
2. Argumentation – (30% of total mark)-A clear demonstration of a well-developed and well-supported argument that provides a robust justification for your selected course of action. Alternative strategies and ideas should be acknowledged and discussed.

3. Application of concepts from the course-(30% of total mark)- A demonstrated degree of competence in the application of the tools, techniques and frameworks of operations and supply chain management that are relevant to the stated essay question.
4. Use of the academic literature- (10% of total mark)- a demonstrated reading of the relevant academic literature on the topic, including the use of academic sources to support your argumentation and properly formatted reference list.
5. Recommendations for implementation (10% of total mark). – a demonstrated degree of competence in providing clear and workable recommendations for implementing your strategy with explanations of relative merits, trade-offs and constraints.

Class contribution

Class contributions are integral to your learning and the learning of your classmates. 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. Students who are not comfortable contribution in-class can also make a written contribution to the discussion forum on Canvas, where they can post comments, questions, reflections, anecdotes, etc. These posting will be considered in class participation grading.

In class participation is recorded after each class and is based on the following:

- **0 Marks** - Did Not Attend and did not have prior permission from the instructor or MBA coordinator (0 marks) (this in no way conflicts with the standard RHL policy on attendance, see below)
- **5 Marks** - Did Not Attend but had prior permission (proof of personal or direct family health issues, or other exceptional/emergency circumstances communicated and agreed with the instructor or MBA coordinator in advance of class) (5 marks)
- **8 Marks**- Attended the entirety of the class.
- **10 Marks** - Attended and made a demonstrable contribution in-class or on-line (10 marks)

At the end of 10 modules the student will have a total mark out of 100

A demonstrable contribution by the student includes the following:

- builds on others' contributions
- shares personal experience relevant to the discussion/content of the course,
- uses detailed case facts (when appropriate),
- summarizes and clarifies several previous contributions,
- relates to previous discussions and the assigned readings, and
- expresses critiques, concerns, limits of the framework or model.

LEARNING MATERIALS

Required: Harvard Business Case Pack - found at this link: <https://hbsp.harvard.edu/import/1100890>

Estimated cost of required materials: USD \$32.50

Additional materials recommended but not required: Textbook- Operations Management 10th Edition – Slack, Brandon-Jones, Burgess

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](#). 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](#).

Code Plagiarism

Code plagiarism falls under the UBC policy for [Academic Misconduct](#). Students must correctly cite any code that has been authored by someone else or by the student themselves for other assignments. Cases of "reuse" may include, but are not limited to:

- the reproduction (copying and pasting) of code with none or minimal reformatting (e.g., changing the name of the variables)
- the translation of an algorithm or a script from a language to another
- the generation of code by automatic code-generations software

An "adequate acknowledgement" requires a detailed identification of the (parts of the) code reused and a full citation of the original source code that has been reused.

Students are responsible for ensuring that any work submitted does not constitute plagiarism. Students who are in any doubt as to what constitutes plagiarism should consult their instructor before handing in any assignments.

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>.

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 Indigeneity (including identification as First Nation, Métis, or Inuit), 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.

Use of Artificial Intelligence

Generative AI (Including ChatGPT) Not Permitted

Any work submitted must be your own original work, written without outside assistance or collaboration. Any use of generative artificial intelligence (AI), including ChatGPT, is not permitted and constitutes academic misconduct. Any student suspected of submitting work that includes AI generated content may be asked for preliminary work or other materials to evidence the student's original and unaided authorship. The student may also be asked to separately explain or support their work. AI

identification methods may also be employed by the instructor. After review, if it is determined by the instructor that submitted work likely contains AI generated content, the work may receive a zero and may be subject to further misconduct measures set out in the [UBC Academic Calendar](#).

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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 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.

ACKNOWLEDGEMENT

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the x̣məθḳẉəỵəm (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)

Week	Module	Date	Topic	Readings or Activities	Student Outputs
Week 1	1	Oct 31st	Introduction to Operations Management and Operations strategy	Introductory materials on Operations Strategy Simulation: Value Champion	Contribution to class discussion and on-line discussion forum
	2	Nov 2nd	Operations Strategy	Conduct Operations Strategy Simulation: Value Champion	Complete Operations Strategy Simulation in Class and discuss key concepts in Class
Week 2	3	Nov 7th	Inventory Management	Read and Answer Questions on HBR Exercise: Little's Law: Does Anyone Know Which Time it Is?	Assessed Exercise: Submit answers to Questions on Little's Law: Does Anyone Know Which Time it Is? on canvas Due Nov 8th 12pm
	4	Nov 9th	Inventory Management	Analyze Supply for Medics Case	Analysis of Supply for Medics Case
Week 3	5	Nov 14th	Process Design, Bottlenecks and Batching	Read Case Study: Bottlenecks and Batching in Dragon Fruit Jam Production	Assessed Exercise: Complete Process Analytics Tutorial

					and submit answers to Instructor on-line Due Nov 15th 12pm
	6	Nov 16th	Process Design, Bottlenecks and Batching	Case Analysis of Bottlenecks and Batching at Dragon Fruit Jam Production	Group presentations of Dragon Fruit Jam case findings (unassessed)
Week 4	7	Nov 21st	Forecasting, Demand Management and Production Planning	Read Case Study: Jay Bharat Spices PVT LTD: A Spicy Quandry	Contribution to class discussion and on-line discussion forum
	8	Nov 23rd	Forecasting, Demand Management and Production Planning	Analyze Case: Jay Bharat Spices PVT LTD: A Spicy Quandry	Group presentations of Jay Bharat case findings (unassessed) Final Essay Question Released to Students
Week 5	9	Nov 28th	The Manufacturing Location Decision: Onshoring, Offshoring Reshoring	Read Case: Polaris	Contribution to class discussion and on-line discussion forum
	10	Nov 30th	The Manufacturing Location Decision: Onshoring, Offshoring Reshoring	Group Presentations of Polaris Case Study	Group Presentations (Assessed)
Exam Week	11 and 12	Dec 5 th to 9 th			Individual Essay Due Dec 8th 2023