

**BUS 296A; Operations Management***3 Credits, 3 hours per week*

In an increasingly global market, organizations have to be concerned with achieving optimal efficiency and effectiveness. Operations management is the study that seeks to understand, explain, predict, and change the organization and the strategic effects of the transformation process. Operations management revolves around the 5 P's of Operations Management which include people, plants, parts, processes, and planning and control systems. Operations priorities include cost, product quality and reliability, delivery speed, delivery reliability, ability to cope with changes in demand, flexibility and new product introduction speed, and other criteria particular to a given product.

*Prerequisites and/or co-requisites:* BUS 110, BUS 191 and BUS 111

**Instructor**

Instructor Name: Sandra Efu  
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**Office Hours**

Monday 1:00 pm to 2:00 pm  
Wednesday 1:00 pm to 3:00 pm; 6:00 pm to 6:30 pm  
Thursday 6:00 pm to 6:30 pm  
Friday 4:00 pm to 5:00 pm

**Hours of Instruction**

Monday 12:00 pm – 12:50 pm; Thursday 1:00 pm – 2:50 pm  
Room: S205

**Required Resources**

William Stevenson & Mehran Hojati. (2011). Operations Management. (4th Can Edition.). McGraw-Hill Ryerson. ISBN: 7-096957-5

Access to McGraw-Hill Connect is required for assignments and tests.

**Course Outcomes**

1. Analyze the strategic role encompassed in product, process and service design in an organization's ability to achieve its goals.

The following concepts, skills, and issues are used to support this Outcome:

- Evaluate the role played by design in the areas of customer satisfaction, product and service quality as well as production costs.
- Differentiate between product design and service design and describe the design process.
- Identify the process choices

2. Appraise capacity planning, facility location and layout, job design and operations technology.

The following concepts, skills, and issues are used to support this Outcome:

- Explain the main types of facilities layouts.
- Analyze why location decisions are important.
- Prioritize the criteria that guide decision makers in location decisions.
- Explain the importance of work design, behavioral approaches to job design and learning curves

3. Analyze an operation from a total quality management perspective. The following concepts, skills, and issues are used to support this Outcome:
  - Recognize the different perceptions and definitions of quality.
  - Define “total quality management” and describe the major components of quality management programs
  - Appraise the four classifications of “costs of quality” and describe the effect that each has on the other
  - Identify key dimensions and measures of quality.
  
4. Predict, plan, implement, control and guide the operations management system. The following concepts, skills, and issues are used to support this Outcome:
  - Identify prediction and forecasting techniques and their advantages and disadvantages.
  - Describe alternative project planning tools.
  - Define the meaning and scope of aggregate planning.
  - Analyze the objectives of the purchasing and materials management functions.
  - Describe the nature and importance of inventories.
  - Evaluate the benefits of “just-in-time” (JIT) production system.
  - Analyze what is involved in good scheduling.

**Evaluation**

Assignment	Percentage
Group Presentation	20%
Mini Case	20%
In Class/Take Home Exercises and Participation	20%
Midterm Examination	15%
Final Examination	25%
<i>Total:</i>	<i>100%</i>

**Note:**

1. In-class/take home exercises and examinations cannot be written late. If you have a medical note alternate arrangements will be made.
  2. In-class/take home exercises will take various formats, including but not limited to online, group and collaborative quizzing. For group exercises, one grade will be provided to every group member based on each assignment deliverable.
- Group projects can help students develop a host of skills that are increasingly important in the professional world (Caruso & Woolley, 2008; Mannix & Neale, 2005). Working in groups will provide each student the opportunity to develop team skills, improve communication skills and leverage personal experiences to contribute to group assignments.

*A grade of C- is required for progression or transfer.*

**Grading System**

<b>Descriptor</b>	<b>Alpha Grade</b>	<b>4.0 Scale</b>	<b>Percent</b>
Excellent	A+	4.0	> 93.9
	A	4.0	87 – 93.9
	A-	3.7	80 – 86.9
Good	B+	3.3	77 – 79.9
	B	3.0	74 – 76.9
	B-	2.7	70 – 73.9
Satisfactory	C+	2.3	67 – 69.9
	C	2.0	64 – 66.9
	<b>Progression</b> C-	1.7	60 – 63.9
Poor	D+	1.3	57 – 59.9
<b>Minimum Pass</b>	D	1.0	50 – 56.9
Failure	F	0.0	< 50

**Proposed Schedule of Topics**

Date	Chapter	Topic and Required Reading	Assignment, Quiz and Exam Schedule
8 Sep	Course handout	Introduction to Course	
12 Sep	Outline and requirements for Group Presentation and Mini Case	Group assignment for Group Presentation and Mini Case (40% of overall grade)	Read outline and requirements for Group Presentation and Mini Case, and start to think about your group composition and preferred company for your plant tour
15 Sep	Chapter 1	Introduction to Operations Management	
19 Sep	Chapter 1	Case 1: Lynn – page 24 Case 2: Sobeys – pg 24-26	<i>In-class exercise</i>
22 Sep	Chapter 2	Competitiveness, Strategic Planning, and Productivity	
26 Sep	Chapter 1	Case 3: Zellers – page 50 Case 4: Rohm & Haas’s Operations Strategy – pg 54	<i>Take home exercise</i>
29 Sep	Chapter 4	Product Design	
3 Oct	Chapters 4	Case 5: Open Wide and Say “Ultra” – pg 139	<i>In-class exercise</i>
6 Oct	Chapter 6	Process Design and Facility Layout	
10 Oct	Thanksgiving Day – no class		
13 Oct	Chapters 1-6	Chapters 1-6 (including Cases 1-5)	Midterm Exam 1 (Chapters 1-6) <i>In class on October 13</i>
17 Oct		Peer-to-peer feedback on Group Presentation and Mini Case (40% of overall grade)	
20 Oct	Chapter 7	Design of Work Systems	
24 Oct	Chapter 7	Discussion and Review Questions	<i>In-class exercise</i>
27 Oct	Chapter 9	Management of Quality	
31 Oct	Chapter 9	Case 6: Staples’ Extended-Service Warranty Process	<i>In-class exercise</i>
3 Nov	Chapter 11	Supply Chain Management Case 7: Amazon.com – pg 403-405	<i>Take home exercise</i>
7 Nov			<i>Group 1 Presentation</i>
10 Nov	Reading Days – no class		
14 Nov			<i>Group 2 Presentation</i>
17 Nov	Chapter 12	Inventory Management Case 8: Alberta Wheat Pool	<i>Take home exercise</i>
21 Nov			<i>Group 3 Presentation</i>
24 Nov	Chapter 15	Just-in-Time and Lean Production	
28 Nov			<i>Group 4 Presentation</i>
1 Dec	Chapter 17	Project Management	
5 Dec	Chapter 17	Discussion and Review Questions	<i>In-class exercise</i>
8 Dec	All Chapters Covered	Final Exam Review – all chapters and cases covered in class	
12 – 16 Dec	Comprehensive Exam (all chapters and cases covered in class)	<b>Final Exam Period</b>	Final Exam <i>Date TBA</i>

**Please Note:**

Date and time allotted to each topic is subject to change.

## Performance Requirements

### Student Responsibilities

It is your responsibility as a student to contact the Office of the Registrar to complete the forms for Withdrawal or Change of Registration, and any other forms. Please refer to the list of important dates as noted in the Academic Schedule in the Keyano College credit calendar.

More specific details are found in the Student Rights and Student Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Student Code of Conduct Policies.

### Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience. Second, attending class is a good way to keep informed of matters relating to the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and / or notes that may be due.

### Academic Misconduct

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- Plagiarism or the submission of another person's work as one's own
- The use of unauthorized aids in assignments or examinations (cheating)
- Collusion or the unauthorized collaboration with others in preparing work
- The deliberate misrepresentation of qualifications
- The willful distortion of results or data
- Substitution in an examination by another person
- Handing in the same unchanged work as submitted for another assignment
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Student Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Student Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, you must successfully complete the online tutorial found on [ilearn.keyano.ca](http://ilearn.keyano.ca). Then print the certificate, sign it, and show it to each of your instructors. Your course work will not be graded until you show this signed certificate.

## Specialized Supports

### Counselling and Disability Services

Counselling Services provides a wide range of specialized counselling services to prospective and registered students, including personal, career and academic counselling.

**SKILL Centre**

The SKILL Centre is a learning space in the Clearwater Campus at Keyano College where students can gather to share ideas, collaborate on projects and get new perspectives on learning from our tutorial staff.

The SKILL Centre, through a variety of delivery methods, provides assistance in skill development to Keyano students. Assistance is provided by instructors, staff and student tutors. Individuals wishing to improve their mathematics, writing, grammar, study, or other skills, can take advantage of this unique service.

**Authorization**

This course outline has been reviewed and approved by the Program Chair.

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Sandra Efu, Instructor

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Business Chair

Date Authorized

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Guy Harmer, Dean

Date Authorized

**Signed copies to be delivered to:**

Instructor  
Registrar's Office