COURSE OUTLINE

Jim Mason
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Home: 306-789-6578 (please don’t call after 9:00 PM)
Office Hours: through URCourses or by appointment. Don’t hesitate to visit with me as I do want to be available. I’ll tell you if it is not convenient if you drop by.
E-mail: preferably through URCourses or if you must james.mason@uregina.ca

1.0 Calendar Description:

ADMN 275– Operations Management:
An introduction to the operations management function in organizations. Topics include operations and productivity, operations strategy, forecasting, goods and service design, quality, process selection, location and layout strategies, supply chain management, aggregate planning, material requirements planning, just-in-time and lean operations. Problems of production of both goods and services will be considered.

This course focuses upon quantitative techniques, on the nature of management function, and the distinctive opportunities and problems that arise in a global business environment.

2.1 Course Overview

Operating systems are processes that transform inputs into outputs. Most people think of manufacturing when they think of operations, but the field of operations is more general.

Operations are not limited to manufacturing, but also encompass the creation and delivery of services. In fact, every industry and every organization uses operations principles to plan, control or improve performance. Increasingly, operations are crucial to the organization’s ability to survive and achieve competitive advantage.

Our interest in this course is the management of the transformation process so that it contributes value to the enterprise. As a general manager, consultant, investment banker, or even a customer, you will be concerned with assessing the present, future, or potential value of operations. This involves the design, planning, direction and control of facilities, processes,
materials, information, energy and people used in creating an organization’s products and services. We will assume a systems perspective, for example:

2.2 Course Objectives

The course has three objectives. The first is to help you prepare for a general management career through exposure to the fundamental ideas of operations. By the end of the semester you should be able to do the following:

1. Use the rudimentary operations terms and methods of analysis.
2. Identify the major components of operating systems by name and function.
3. Identify, define, analyze and propose workable solutions to operating problems.
4. Analyze the important qualitative and quantitative factors in specific operating situations and make appropriate trade-offs between them.
5. Apply appropriate tools and concepts.

The second objective is to further develop your management point of view. You should significantly enhance your abilities in these areas:

1. Discover and clearly define problems.
2. State and analyze the causal sequence of circumstances that may be contributing to such problems... and to identify their root causes.
3. Generate and critically evaluate a set of feasible alternatives for resolving these problems.
4. Decide which alternative or combination of alternatives is the best.
5. Develop an implementation program and action plan that provides the best chance of solving the problems and contributing effectively to organizational strategies and value.
The third objective intends to remove the strangeness many people feel towards the operations area and its associated technologies. As a manager you may not be involved in managing an operation in your professional career, but you will deal with those who are. As a consultant, investment banker, or even a customer, you will be concerned with assessing the present, future, or potential value of operations. The course will help you:

1. Discuss problems with operations and technical experts.
2. Solve operations problems within your own job context.
3. Identify the skills required in the people you must call on for assistance.
4. Evaluate the consequences of actions taken in operations for other parts of the organization and vice versa.

There are a number of videos, which will be shown in class, and a number of video clips from Discovery Channel’s program posted on the class URCourses site, and on the disk that came with your text book. These will broaden our experience considerably. Do take the time to explore new (to most of us) horizons. These videos will help us understand the text material by placing it in context.

3.0 Reading
You will be working primarily from a textbook though additional materials may be handed out from time to time. To understand the material covered in this course and do well in the examinations, it is important to read the material **BEFORE** class sessions so that you can contribute thoughtfully to the class discussions and exercises. It is also essential that applications assignments be prepared prior to class meetings. It is your responsibility to note these assignments ahead of time.


4.0 Learning Tools
This course uses a variety of teaching methods to encourage both an Intellectual understanding and a personal sense of the subject matter.

Instructional methods include readings, lectures, videos, discussion, video cases, exercises, current events, web quests and perhaps guest speakers or site visits. You must read and prepare assigned material before class to obtain the most value. You are responsible to bring up any questions about the material from the web or readings during class. Team work is necessary to facilitate active discussion and participation. Form a study team the first day of class, and continue intact through the semester.

**You will/should find the Rapid Review at the end of each chapter to be very useful!**

5.0 Evaluation

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<tr>
<th>Activity</th>
<th>Marks</th>
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<tr>
<td>Two midterms (Individual)</td>
<td>50% (25% each)</td>
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<tr>
<td>Final exam (Individual)</td>
<td>50%</td>
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1. Examinations - 100 Marks
There will be 2 midterm exams, and a final (see outline for dates). The exams will be a combination of multiple-choice, short-answer, essay, problem and case formats. They will be worth (25 each and 50 percent final) 100 percent of the course mark. The exams will be closed book. If there is a case it will be analysis of a short case, understanding questions drawn from class experience and peculiar to the case. The case will be similar to those in our text. The answers may best be given in point form with your conclusions... to demonstrate your awareness of the concepts and your understanding of their applications. We will adopt the A3 approach to these cases.

Students unable to write exams or complete assignments on the dates/times scheduled must receive prior approval and provide acceptable documentation. Permission to reschedule the final exam rests with the Associate Dean, Undergraduate Program, not the instructor, and will only be given in exceptional circumstances.

2. Assignments - 0 Marks
You are expected to do sufficient problems/questions at the end of each chapter so as to master the material. You will find the solutions on the URCourses site as we progress through the course material. Be sure to review the discussion questions at the end of each chapter before class!

6.0 Students with Special Needs
I will be pleased to work with you and the Coordinator of Special Needs Services at 585-4631 if you need accommodation. Let me know early, if you require separate exam space, use of adaptive equipment, or larger print. They do not provide invigilation services. We’ll do our best to meet your requirements.

7.0 Harassment Policies
University of Regina promotes a learning environment that is free of all forms of harassment and discrimination. The University will neither tolerate nor condone any inappropriate or irresponsible conduct, including any behaviour which creates an intimidating, hostile or offensive environment for work or study through the harassment of an individual or group on the basis of 1) race and all race-related grounds such as ancestry, place of origin, colour, ethnic origin, citizenship and creed or 2) sex, gender or sexual orientation. Please refer to the General Calendar for more information. The Harassment and Discrimination Prevention Office is located in the Student Affairs area, Room 251, William Riddell Centre, phone 585-5400.

8.0 Academic Integrity: Honesty, Cheating and Plagiarism
I take professional standards of ethics and integrity very seriously. The university must maintain high standards of academic excellence. Cheating, plagiarism, and academic misconduct will be documented and handled according to Faculty and
University policy. Check our website and the U or library’s website for information on intellectual property, sourcing and quoting ideas, models, artwork, websites, etc. You need to be aware that academic misconduct can seriously jeopardize professional careers, certification, and employment.

Some examples of academic misconduct include:

- Having another person represent you in class and/or in an exam.
- Representing as your own work, work done in whole or in part by any other person, even if that person is not in the course or is not a student at the First Nations University of Canada.
- Allowing your computer account to be used by another person.
- Using textbooks, course notes, past exams, personal computing devices, cell phones or any aids not approved by the instructor during an examination.
- Failing to take reasonable measures to protect your answers from use by other students in an examination.
- Stealing or destroying the work of another student.

9.0 Language Policy

Please use inclusive language in class- s/he; his or hers; their. You must use Clear/Plain Language for case work (refer to notes on our Web Site for suggestions).

10.0 Course Outline

The course Outline is tentative with assignments, anticipated due dates and exam dates. Please check our class URCourses site for updates. (This schedule is subject to change according to the needs and interests of the class or emerging global issues.) As you read the chapter, please be prepared to discuss the discussion questions in the first class on which that chapter is assigned.
**Tentative Outline: Be sure to review the discussion questions at the end of each chapter after reading the chapter and before class!**

<table>
<thead>
<tr>
<th>Class</th>
<th>Topic</th>
<th>Readings</th>
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<tr>
<td>1</td>
<td>May 8</td>
<td><strong>Operations and Productivity</strong>&lt;br&gt;Solved problems: 1.1 and 1.2</td>
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<td>2</td>
<td>May 10</td>
<td><strong>Operations Strategy</strong>&lt;br&gt;Solved problem 2.1 Strategy at Pirelli Spa&lt;br&gt;Cases: Strategy at Regal Marine (5:50)&lt;br&gt;Hard Rock Café’s Global Strategy (8:26)</td>
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<td>3</td>
<td>May 15</td>
<td><strong>Project Management</strong>&lt;br&gt;Solved problems: 3.1 through 3.7&lt;br&gt;Cases: Project Management at Arnold Palmer Hospital Southwestern University (A)</td>
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<td>4-5</td>
<td>May 17 &amp; 24</td>
<td><strong>Forecasting</strong>&lt;br&gt;Solved problems: 4.2, 4.3, 4.4&lt;br&gt;Cases: Forecasting at Hard Rock Café (8:06)&lt;br&gt;Digital Cell Phone Inc.&lt;br&gt;Southwestern University(B)</td>
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<td>May 22</td>
<td><strong>Victoria Day- No Classes</strong></td>
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<td>6</td>
<td>May 29</td>
<td><strong>Midterm exam then class</strong>&lt;br&gt;<strong>Design of Goods and Services</strong>&lt;br&gt;Solved problems: 5.1 King Electronics&lt;br&gt;Cases: Product Design at Regal Marine (7:58)</td>
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### Assignment for class 6:
To many people, high quality is synonymous with high price. Prepare to discuss the relative quality of the Toyota Corolla and a Rolls Royce.

Prepare Southwestern University(C) pages 228-229

### May 31
#### Managing Quality

**Cases:**
- Culture of Quality at Arnold Palmer Hospital
- Quality at the Ritz-Carlton Hotel Company (8:08)

Southwestern University(C)

#### Assignment for class 7:
Read Process Strategy at Wheeled Coach Page 264

- Chap 6,
  - Problems: 6.3, 6.7, 6.17,

- Video cases:
  - Page 229
  - Pages 229-230
  - pages 228-229

### June 5
#### Process Strategy and Sustainability

**Case:**
- Capacity Planning at Arnold Palmer Hospital
- Process Strategy at Wheeled Coach

**Assignment for class 8:**
Read Locating the Next Red Lobster Restaurant Page 327

- Chapter 7
  - Problems: 7.5-8, 7.12

- Video case:
  - Page 263
  - Page 264

### June 7
#### Location Strategies

**Cases:**
- Where to place Hard Rock’s Next Café (8:36)
- Locating the Next Red Lobster Restaurant (10:47)

- Chapter 8
  - Problems: 8.3, 8.5, 8.16, 8.21
  - Pages 8-12
  - Pages 327-328
  - Page 327
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<thead>
<tr>
<th>Date</th>
<th>Assignment</th>
<th>Chapter(s)</th>
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<tbody>
<tr>
<td>June 12</td>
<td><strong>Midterm exam, not followed by a class</strong></td>
<td>Chapters 5-8</td>
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<td><strong>Assignment for class 10:</strong></td>
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<td>Compare a new McDonald’s layout to the long standing Burger King layout. How</td>
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<td>are they similar...different? Why?</td>
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<td></td>
<td>Facility Layout at Wheeled Coach page 370</td>
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<tr>
<td>June 14</td>
<td><strong>Layout Strategy</strong></td>
<td>Chapter 9</td>
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<td><strong>Video Cases:</strong></td>
<td>Problems: 9.1, 9.3, 9.11, 9.22</td>
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<tr>
<td></td>
<td>Facility Layout at Wheeled Coach</td>
<td>Page 370</td>
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<td></td>
<td>Laying Out Arnold Palmer Hospital’s New Facility</td>
<td>Pages 368-369</td>
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<td><strong>Assignment for class 11:</strong></td>
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<td></td>
<td>Read Darden’s Global Supply Chains Pages 402-403</td>
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<td>June 19</td>
<td><strong>Supply Chain Management</strong></td>
<td>Chapter 11</td>
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<td></td>
<td><strong>Video Cases:</strong></td>
<td>Problems: 11.8- 11.10</td>
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<td></td>
<td>Darden’s Global Supply Chains</td>
<td>Video cases: Page 402-403</td>
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<td></td>
<td>Arnold Palmer Hospital’s Supply Chain</td>
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<td></td>
<td>Supply Chain Management at Regal Marine</td>
<td>Page 404</td>
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<td><strong>Assignment for class 12:</strong></td>
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<td>Read Outsourcing Offshore at Darden Page 421</td>
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<td>Outsourcing to Tata Page 421</td>
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<tr>
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<td><strong>Outsourcing as a Supply-Chain Strategy Cases</strong></td>
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<td>Outsourcing to Tata</td>
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<td>Outsourcing Offshore at Darden</td>
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<td>June 21</td>
<td><strong>Review</strong></td>
<td>Chapter 11 Supplement</td>
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<td><strong>NOTE: Final Exam at 2:00 pm</strong></td>
<td>Problems: S11.5, S11.7</td>
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<td>June 21</td>
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<td>Pages 462-463</td>
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<td>Page 463</td>
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<tr>
<td>June 21</td>
<td><strong>NOTE:</strong> Final Exam at 2:00 pm</td>
<td>Comprehensive</td>
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