

**DISCLAIMER:** This course outline is only a sample and is subject to change. Course materials, assignments, dates, and weighting will vary depending on delivery format and instructor.

### **Territory Acknowledgement**

We acknowledge and respect the ləkʷəŋən peoples on whose traditional territory the university stands and the Songhees, Esquimalt and WSÁNEĆ peoples whose historical relationships with the land continue to this day.

## **Operations Management**

### **BMBA 260**

#### **Course Description**

This course will introduce the basic concepts involved in the design and management of the core function of any business: the transformation process that produces the good or service delivered to the customer.

Despite the wide diversity of firms and industries, firms generally select from a limited set of transformation processes. Each of these processes has its own set of strengths and limiting characteristics. This course focuses on understanding these process trade-offs as they support the firm's strategic objectives as well as the resulting implications for efficiency and effectiveness. In addition, the course will explore the appropriate "best practice" to ensure that customer value is maximized once a particular transformation process has been chosen.

#### **Learning Outcomes**

Upon completion of this course, you will be able to:

- Understand the conceptual frameworks and strategic alternatives associated with process choice.
- Understand and apply the critical analytical tools and techniques which can be used to assist in decision-making and problem-solving, in an operational context.
- Demonstrate enhanced decision making, analytical and numerate skills.
- Apply improved oral and written communication skills.

#### **Resources**

There is a required coursepack for this course: **BMBA260 Digital Case Package**, available from the UVic Bookstore.

## Weekly Schedule

Week	Topics
Week 1	<ul style="list-style-type: none"> <li>• Lecture on components of Operations Management</li> <li>• An introduction to “Task Analysis”</li> <li>• Appendix D - some short exercises</li> <li>• A look at the “classics” of operations management – Taylorism, Fordism and Sloanism</li> </ul>
Week 2	<ul style="list-style-type: none"> <li>• Understand ROI, Payback, Cost/Benefit Analysis</li> <li>• Break-Even Pricing</li> <li>• Flow charts and task analysis</li> <li>• Identifying bottlenecks</li> </ul>
Week 3	<ul style="list-style-type: none"> <li>• Mongolian Grill Case: Identify bottlenecks in the operations and in Groups suggest effective resolution strategies. Use questions below as a guide.</li> <li>• Draw a flow chart of the restaurant’s current operations. Problems?</li> <li>• Discounted Cash Flows &amp; NPV</li> </ul>
Week 4	<ul style="list-style-type: none"> <li>• Bottling at Creemore Springs Case</li> <li>• Class group discussion of above case</li> <li>• See questions below</li> <li>• Do Cost/Benefit Analysis and identify problems and bottlenecks</li> <li>• <b>Mini case study: Jim the Baker (Due by Sunday of Week 4)</b></li> </ul>
Week 5	<ul style="list-style-type: none"> <li>• The Canadian National Bank Case: Class discussion and case analysis with an emphasis on personnel management issues and organizational structure</li> <li>• Review of Human Resource Strategies</li> </ul>
Week 6	<ul style="list-style-type: none"> <li>• A look at Case Study structure</li> <li>• Let’s evaluate the components of a case</li> <li>• Where do SWOT and PEST analyses fit in?</li> <li>• Apply case study structure to your presentations</li> <li>• Elasticity and its effects on production decisions</li> <li>• <b>Mid-term case study: Mongolian Grill (Due by Sunday of Week 6)</b></li> </ul>
Week 7	<ul style="list-style-type: none"> <li>• Introduce the vocabulary of Operations Management</li> <li>• Meaning and proper usage in production processes</li> <li>• Let’s apply these terms to your presentations (class discussion)</li> <li>• Class discussion of a few short problems from text</li> <li>• Time for group work and fine-tuning of presentations</li> </ul>
Week 8	<ul style="list-style-type: none"> <li>• Leadership styles and Operations effectiveness Financial ratios and Operations Management (How are we doing?)</li> <li>• A quick look at inflationary effects on Operations</li> <li>• Time is Money...the effects of time value of money</li> </ul>
Week 9	<ul style="list-style-type: none"> <li>• Modern changes to Operations</li> <li>• Total Quality Management (TQM)</li> <li>• History and philosophy of TQM</li> <li>• Costs and benefits of implementing TQM</li> <li>• Group work</li> </ul>

Week 10	<ul style="list-style-type: none"> <li>• How to Use TQM in your Analysis</li> <li>• A look at the exhibits describing TQM</li> <li>• Cost Benefit Analysis and opportunity cost</li> <li>• Review of economic inputs and substitution effects</li> <li>• Final Group Presentations fine tuning</li> </ul>
Week 11	<ul style="list-style-type: none"> <li>• <b>Presentations (Day 1)</b></li> <li>• 30 minutes maximum per live presentation</li> </ul>
Week 12	<ul style="list-style-type: none"> <li>• <b>Presentations (Day 2)</b></li> <li>• 30 minutes maximum per live presentation</li> </ul>
Week 13	<b>Final Examination (case study) 2.5 hours</b>

## Evaluation

Assignment	Due Date and Time	Mark
Mini Case Study - Jim the Baker	Sunday of Week 4	10%
Individual Case Study - Mongolian Grill	Sunday of Week 6	15%
Group Case Presentations	Weeks 11 and 12	25%
Final Case Exam	Week 13	35%
Participation	Throughout the course	15%
<b>TOTAL</b>		<b>100%</b>

## Assignments

### Assignment 1 – Mini case study: Jim the Baker

*Individual assignment*

**Grade:** 10% of final grade

**Due Date:** Sunday of Week 4 at 11:59pm PT

**Description:** Go to Question 4 on page 518 of Appendix D in the coursepack, “Jim the Baker”. Answer the 3 questions that follow the description of Jim’s baking business and his problems. Then answer the following additional questions:

1. Identify the major problems and their causes from the standpoint of production, marketing, product line, market research and profitability. **Use your creativity as well as your business ideas.**
2. Provide Jim’s break-even volume of baked goods given the information provided (this should be expressed using annual sales and costs numbers; the price is an average of all of his products, as are the costs per unit, and fixed costs should be annualized).

## Assignment 2 – Mid-term case study: Mongolian Grill

*Individual assignment*

**Grade:** 15% of final grade

**Due Date:** Sunday of Week 6 at 11:59pm PT

**Description:** Read the case study. Then answer the following questions:

1. Can the duration of the average meal be reduced by 15 minutes? If so, how?
2. How likely is it that the two food preparation areas will cause a bottleneck? How does this affect your evaluation of the two options? What could you do to prevent a bottleneck from forming?
3. Calculate the costs and benefits of the two options considering the different estimates of the number of customers turned away. Does it make financial sense to implement the options(s)?
4. As John Butkus, what would you do? Why?

You will also draw a process flow diagram of the existing flow of customers and another one of your recommended flow showing the time savings you would like to implement.

## Assignment 3 – Group Presentations

*Group assignment*

**Grade:** 25% of final grade

**Due Date:** Weeks 11 and 12

**Description:** Cases will be presented by one group and received by another group. The Presenting group's role is to analyze the case in advance and present it to the Recipient group in the most convincing way possible. The Recipient group's role is to analyze the case in advance and based on that analysis, determine if there are any presentation weaknesses and to ask the Presenting group to respond and to find possible improvements. The goal at the end of this process is to achieve a consensus and not have one group dominate the other. The Recipient group will assess the Presenting group's performance by completing an assessment sheet.

The overall objective is to provide an opportunity to explore key aspects of operations management and learn principles in a broader context. It is also an opportunity to enhance the educational experience through the promotion of student-centered learning. The instructor will form groups in Week 5 so that students have plenty of time to work in their group to prepare the analysis and be ready for the live presentation of their work in either Week 11 or Week 12. The written portion can be done in written case form or as a well-designed PowerPoint presentation. The presentation in class must be a maximum of 30 minutes in length.