

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
COLLEGE OF SCIENCE & MANAGEMENT  
SCHOOL OF BUSINESS**

**COMM 350**

**Fall-2016**

**Production & Operations Management**  
(PRE-REQUISITE = COMM 251)

**Instructor: Dr. Balbinder S. Deo**

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**Class Schedule:**

<b>Class Times:</b>	<b>Thursday</b>	<b>Class Room</b>
<b>Section A1</b>	<b>11.30 AM to 2.20 PM</b>	<b>5-157</b>

**Office Hours: Wednesday- 11.30 A.M. -12.30 PM. Thursday – 2.30 PM - 3.30 PM** or by appointment/s

**1. INTRODUCTION**

In a contemporary business environment, business organizations try hard to win over customers on the basis of low cost, better quality and timely delivery of their products and services. To achieve this end, world-class companies work hard to reduce the cost of operations, to improve the quality of their output, and deliver products / services as and when required and all this made possible by managing operations.

Operations function is the core function of a business organization involved in the transformation of inputs into outputs (Goods and / or services). Principles of operations management practiced at operations level have evolved over a long period of time and are also applicable in today's work environment where production of services is dominant part of the total economy. Therefore, principles of operations management learned in this course are also useful to managers involved in management of operations in Marketing, Human Resource Management, Accounting and Finance etc to better manage the services they provide to their clients.

The conceptual framework learned in this course becomes pretty handy to find and solve problems through systematic analysis of plans, policies, processes, procedures and operations.

**2.1 COURSE OUTLINE**

The course is designed for students to understand the nature of problems and to find solutions in manufacturing and service type operations conducted in profit and non-profit type organizations. It includes planning, organizing, directing and controlling of production facilities, processes and operations required to convert input materials into outputs (Goods & services) by using machinery /equipment, space, skills, information, incentives, energy, and contracts (If any).

The course content includes the issues related to productivity concept and its measurement, operations strategy, forecasting, design of product / service, production systems, quality, and quality management

techniques, production planning, and control of operations.

### Learning Objectives;

The main objective of the course is to introduce students to the concepts and principles of operations management from a general management perspective. In addition to that students will also be able to use some of the specific tools and techniques to identify, analyze and solve some operation management related problems and cases.

### 2.2 Text Book

- Production & Operations Management (Canadian Edition), William J. Stevenson, Mehran Hojati, and James Cao, McGraw-Hill Ryerson, 2015 (Fifth Edition)

#### Other book that may also be useful

- Operations and Supply Chain Management (Thirteenth edition), F Robert Jacobs & Richard B. Chase, McGraw-Hill Irwin, 2011

In addition to text material there will be cases and other relevant material that may be provided to students ahead of their class schedules.

### 3.1 COURSE EVALUATION:

Mid-term exam 1	20%
Mid-term exam 2	20%
Final exam (Date to be announced by the university)	40%
Attendance & participation	10%
Homework assignments (Dates to be announced in the class)	10%
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<b>Total</b>	100%

### 3.2 FORMAT OF MID-TERM & FINAL EXAMS:

The format of midterms and final exams is as follows:

Each exam will be having three main parts.

- **Part A**- Short answer type questions (About 20 –30 % weight)
- **Part B** –Problems to be solved (About 30-40 % weight)
- **Part C**- Cases to be discussed (About 30 -40 % weight)

A list of short answer type questions and problems for solutions will be available for downloading from Blackboard for practice before exams.

#### 3.2.1 CONDUCT IN EXAMINATIONS

Students must present appropriate identification upon entering the examination room. Appropriate identification is defined as a UNBC student card and/or some other form of photo identification acceptable to the proctor. The following regulations apply to the conduct of examinations:

- a. Books, papers, or other materials or devices must not be in the possession of the student during an exam except by the express permission of the examiner. Specifically, without such permission no laptop computers, mobile phone sets, handheld electronic devices or the like may be in possession of the student in the examination room (see Regulation 43 (b)).
- b. No candidate is permitted to enter the examination room more than 30 minutes after the beginning of the examination, or permitted to leave within 30 minutes after the examination has started.
- c. Candidates must not communicate in any way with other candidates in the examination room.
- d. Candidates must not leave their seats, except when granted permission by the instructor / proctor.
- e. Candidates must turn in all materials, including rough work, upon leaving the examination room.
- f. Food and beverages other than water are not permitted in the examination room.

### **3.2.2 MISSING A MIDTERMS / FINAL EXAM**

Advance notice must be given when a student is unable to appear for any test/ examination. Only duly authenticated bereavement, illness and legitimate reasons are admissible justifications for absence from a scheduled examination (eg. Writing an LSAT or CGA exam, if there is a time conflict).

*Do not schedule travel during the midterms or exam periods / final exam!*

### **3.2.3 IF YOU HAVE MISSED A FINAL EXAMINATION**

Satisfactory explanation, with supporting documentation as appropriate, for any final examination missed must be made by the student or designate to the Office of the Registrar within 48 hours from the time the examination was written.

Within 48 hours of receiving a submission, the Registrar or designate may direct the Program under which the course is offered to arrange the writing of a special examination in the case of an examination which was missed.

Normally, for explanations of sickness, a doctor's certification is required.

### **3.3 CLASS ATTENDANCE, PARTICIPATION AND CLASS DISCUSSIONS:**

Students are advised to be punctual and are encouraged to respect the class discipline. Students are encouraged to ask questions and to discuss the relevant issues in such a way that it involves the whole class.

Students are expected to be aware of the contents of the topics to be discussed in the class. It is the responsibility of the student to keep track of the issues that are already discussed in the class. Participation and attendance marks will be based on punctuality, positive contribution of students to enrich class discussions, respect for others in the class, class discipline, and attendance.

### 3.4 ASSIGNMENTS:

Instructor will announce assignment/s in the class from time to time. It is the responsibility of a student to enquire about an assignment/s if he/she misses a class due to any reason/s. Completed assignments are to be submitted in the beginning of the class on the due date.

There is a possibility of two home assignments to be given (One before the mid-term-2 and the other before the final exam) for solving at home. Assignment/s submission date and time will be discussed and announced in the class. Assignment/s problems will be selected from the text and other related sources.

**All assignments are due at the beginning of class. Normally, no assignments are accepted after the due date.**

Assignment/s solutions will be marked on the basis of systematic step-by-step mechanism shown leading to the solution. **Systematic step-by-step mechanism leading to the solution is more important than the final answer/s.** Students are encouraged to ask questions about assignment problems if they get stuck. Students are encouraged to discuss the assignment, after it is marked, during office hours.

**Note: Numerical problems/cases solved in assignments may be very helpful in examinations.**

**3.5 Projects:** Option is available but with the permission of instructor if a student or a group of students interested to work on a project

### 3.6 GRADING SYSTEM: Grading System as per the University Calendar

<u>Excellent</u>	A+	=	90-100
	A	=	85-89.9
	A-	=	80-84.9
<u>Good</u>	B+	=	77-79.9
	B	=	73-76.9
	B-	=	70-72.9
<u>Satisfactory</u>	C+	=	67-69.9
	C	=	63-66.9
<u>Marginal</u>	C-	=	60-62.9
	D+	=	57-59.9
	D	=	53-56.9
	D-	=	50-52.9
<u>Failure:</u>	F	=	0-49.9

### **3.7 Plagiarism and Academic Misconduct**

It is the student's responsibility to be aware of UNBC's Academic regulations, policies and procedures as described in the University calendar.

A definition of academic misconduct includes:

Cheating (using unauthorized material, information, or study aids in academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation and any and all other actions that may improperly affect the evaluation of a student's academic performance or achievement, assisting others in any act, submission of the same work for grades in two courses without permission of the instructor or attempts to engage in such acts.

The regulations on plagiarism apply to all material submitted for a grade: essays, exams, assignments, cases, presentations, quizzes, and practice sets. Any case of suspected academic misconduct will be reported to the campus registrar. If the student is found guilty of academic misconduct there are both grade penalties and disciplinary penalties. Before there is any intention (on your part) or suspicion (on the part of your instructor or your peers) of wrongdoing, please see the instructor to discuss any problems of this nature. If your paper closely resembles a paper from this class or any other class (either written by you or another student, in this semester or any other), this will be considered an infraction of the academic misconduct code.

### **3.8 Respect**

Please demonstrate respect to your fellow students who express their thoughts and explore new ideas in the course.

### **3.9 Ethical Standards**

The following behaviors are considered unethical:

- Telling the instructor that you "need" a certain grade
- Asking for extra assignments for the purpose of raising a grade
- Asking that the grade be raised because it is very close to the next higher grade
- Asking that the grade be raised because you did very well on one part of the course or grading scheme
- Asking for a higher grade because you don't like the grading scheme
- Asking to be allowed to turn in an assignment late - even a few minutes late - because of computer or printer problems or any other reason
- Asking to be treated better than other students by making an exception to the rules
- Asking for any other unfair advantage in grading.

### **3.10 Missed Quizzes/Midterms**

If you have missed a quiz or midterm, the student should contact the instructor immediately to ask permission to make up the missed quiz/midterm. If permitted by the instructor, all makeup test sessions may be held on a Saturday morning at 8:30 am. In that case you need to make arrangements with your instructor.

### **3.11 Final Exams**

In addition to the above comments on examinations, please see the calendar regarding details on UNBC expectations.

### **3.12 Access Resource Centre**

If there are students in this course who, because of a disability, may have a need for special academic accommodations, please feel free to meet with the instructor to review your specific needs or contact the Access Resources Centre located in the Teaching and Learning Centre, Main Floor West Block Room 10-1048 Tel 250-960-5682 or via email [arc@unbc.ca](mailto:arc@unbc.ca) For more information, please visit their website [www.unbc.ca/arc](http://www.unbc.ca/arc)

### **3.13 Academic Advising**

For academic advising please contact the Recruitment and Advising Centre Room 7-714, by email: [advising@unbc.ca](mailto:advising@unbc.ca) or via phone at 250-960-6494.

### **3.14 Access Success Centre**

For tutoring online or in person; download handouts on writing, math, and referencing; receive study assistance; and much more, please see the Learning Skills Centre. Their website is [www.unbc.ca/asc](http://www.unbc.ca/asc)

The Learning Skills Centre is committed to supporting and enhancing student learning and to provide the skills students will need to become life-long learners. Through collaborative partnerships, we offer services and resources that empower students to take responsibility for their own learning. Our students' success is our ultimate measure of accomplishment.

This site provides you with access to:

- Free online tutoring
- Downloadable handouts for writing, study skills, math, and presentation skills
- Access to self-assessment sites for learning styles, grammar, math, etc.
- Information about face-to-face tutoring and how to book an appointment
- Special programs and workshops offered through the Centre

For more information, please contact the Academic Success Centre located in the Teaching and Learning Building, Room 10-2584 or via Tel 250-960-6367 Fax 250-960-5425 or via email [asc@unbc.ca](mailto:asc@unbc.ca). Their website is [www.unbc.ca/asc](http://www.unbc.ca/asc)

### **3.15 DISABILITY SERVICES**

"If there are students in this course who, because of a disability, may have a need for special academic accommodations, please come and discuss this with me, or contact Disability Services."

**4. DETAILED OUTLINE OF CLASS LECTURES:**

Students are required to make arrangements for log-in to Blackboard for information and correspondence. The detailed outline of the structure of class lectures will be posted on Blackboard at least about two days before each lecture. This information may be handy in getting ready for class discussions, taking brief notes if needed, solving problems and getting ready for exams.

**COURSE OUTLINE**

<b>NO.</b>	<b>TOPIC</b>	<b>CHAPTER</b>
	<b><u>Introduction</u></b>	
1.	Introduction to Operations Management	Chapter 1
2.	Competitiveness, Strategy, and Productivity	Chapter 2
3.	Forecasting Customer Demand	Chapter 3
	<b><u>Design of the System</u></b>	
4.	Product & Service Design	Chapter 4
5.	Capacity Planning	Chapter 5
6.	Process Design and Facility layout	Chapter 6
7.	Design of Work Systems	Chapter 7
8.	Location Planning & Analysis	Chapter 8
	<b><u>Quality Related Topics</u></b>	
11.	Introduction to quality and TQM tools	Chapter 9
12.	Statistical Quality Control	Chapter 10
	<b><u>Supply Chain Management</u></b>	
13.	Inventory Management	Chapter 12
14.	Aggregate planning	Chapter 13
15.	Material requirements planning	Chapter 14
16.	Supply Chain Management	Chapter 11
17.	Project management	Chapter 17

**Note:** *If you need to add/delete any topic please let the instructor know in the first week of the classes for making adjustments in the class schedule*

**\*Section A1 -Tentative POM Schedule for Fall-2016 –Thursday -11.30 AM - 2.20 PM in 5-157**

<b>Lec #</b>	<b>Date</b>	<b>Topic</b>	<b>Videos / cases &amp; other activities</b>
1	Sep 08 (R)	Introduction to Operations Management	Basic theoretical background
2	15 (R)	Competitiveness, Strategy, and Productivity Forecasting	Theory & Problems / Case- Lasik Vision Theory & Problems / case
3	22 (R)	Forecasting Product & Service Design	Theory & Problems / case Case- P-mate + Another case
4	29 (R)	Capacity Planning	Theory & Problems Case-Capacity Planning at Shouldice , case -Kristen Cookies
5	<b>Oct 06 (R)</b>	<b>Mid-term -1- in the class</b> Process Selection & Layout Decisions Design of Work Systems	Theory & Problems + Case Videos + case
6	13 (R)	Location Planning & Analysis Introduction to Quality	Theory & Problems + case
7	20 (R)	Quality Control	Theory & Problems + case Theory & Problems
8	27 (R)	Quality Control	Theory & Problems Theory & Problems + Case
9	<b>Nov 03 (R)</b>	<b>Mid-term -2- in the class</b> Inventory Management	Theory & Problems
10	<b>10 (R)</b>	<b>Mid Semester Break</b>	<b>University Closed</b>
11	17 (R)	Supply Chain Management Aggregate Planning	Theory & problems /cases
12	24 (R)	Materials Requirements Planning	Theory & problems /cases
13	Dec 01(R)	Project Management / <i>Review</i>	Theory and problems Questions from students

**\*There is a possibility of some changes in the Content & Class Schedule and the class will be informed about it.**