

12.96
F. Fournier

**GRANDE PRAIRIE REGIONAL COLLEGE
DEPARTMENT OF BUSINESS ADMINISTRATION**

COURSE OUTLINE

BA2400 - Production and Operations Management

TEXT: Operations Management in Canada, Waters & Nayak, Addison-Wesley Publishers Ltd., 1996.

PREREQUISITE: Nil

COURSE DESCRIPTION: A survey course designed to acquaint you with the principles of production, inventory and quality planning, analysis and control. Also discussed will be process, batch and custom production techniques. Local expertise and facilities will be highlighted as much as possible.

COURSE OBJECTIVES:

- 1) To survey principles of operations management.
- 2) To inform re: the role of operations in an organization.
- 3) To learn hands-on problem solving skills.
- 4) To observe and analyze operations of several local organizations.

To many, the age of "bean making" has been superseded by the age of "bean counting." And yet, if anything, the 90's have seen a revitalization of the operations function which has been restored to its rightful place in organizations' strategic planning. It can be a competitive edge or a principle cause of failure in the market place.

This course takes a generalist perspective and will emphatically not dwell on the engineering side of the discipline. It is not an operations research, quantitative methods nor statistics course.

GRADING:	Mid Term Exam	20%
	Final Exam	25%
	Quality Presentation/Cases/Film Review	30%
	Plant Tour Report	20%
	Class Contribution	5%
		100%

- Class Contribution - responses to questions
 - questions/comments initiated
 - interaction with other students
 - other (bringing in articles, suggestions, etc.)

- N.B. 1. Simply attending class is not class contribution.
2. Attendance on plant-tours is mandatory. Unexcused absence will result in 3 marks being deducted from final percentage. No exceptions will be made to this. There will likely be 5-6 plant tours; likely all of which will be scheduled on Friday afternoons.

Conversion from percentages to stanines as follows:

<u>Percent</u>	<u>Grade</u>
90 - 100%	9
80 - 89%	8
72 - 79%	7
65 - 71%	6
57 - 64%	5
50 - 56%	4
45 - 49%	3 FAILURE
26 - 44%	2
0 - 25%	1

COURSE

CONTENT: TOPIC

TEXT CHPT.

APPROX. TIME

Introduction	1, 2	1 week
Process Assign	4	3 weeks
Facilities Layout	5	1 weeks
Capacity Planning	9	1 weeks
Quality Management	6, 7	3 week
Production Planning	10, 14	2 weeks
Purchasing/Materials Mgt.	13, 17	2 weeks

BA 2400 OPERATIONS MANAGEMENT

PLANT TOUR

A major requirement of the course is a plant tour. Details follow:

- 1) Tour is to be done by your study group. An integral part of the final report is each person's assessment of his/her own and others contributions.
- 2) By February 1, please submit a memo outlining your plant tour plans. This memo should indicate your group, tour location and tentative date. You should indicate whether your date has been confirmed.
- 3) Field Trip Report: DUE: On or before March 26/92 - no extensions possible.

You will observe too much to report on everything you see and are, therefore, encouraged to observe rather than spend your time taking notes. Use the attached as a format for observation and reporting. A process flow chart with explanatory notes is required as is a rough plant layout. These should be in appendices. The body of your report must not exceed six typewritten pages (double spaced). Recommendations, while not required, may go beyond this limit.

It goes without saying that you are ambassadors of the College and of the Department when you are on these tours. Please respect safety rules and confidentiality of information. You must provide your host with a copy of your report and be prepared to discuss findings if asked.

Also, a brief and informal oral report to the class will be appreciated.

Marks will be awarded based on the following:

Comprehensiveness	8 (I and II + appendices)
Application of Analytical Tools	8
Business English	4
TOTAL	20

HAVE FUN!

A GENERAL APPROACH TO A PRODUCTION/OPERATIONS MANAGEMENT CASE

- I. Describe the situation and identify problems. A way to organize the data is as follows:

Product

What is it? (competitive features) How many? What is the product mix?
How profitable is it?

Process

How is the product made? Type of process flow. Level of automation?
Capacity and balance? How are raw materials and work in process handled?

Plant

Location factors? Raw materials vs. markets. What is the plant layout?
Plans for change?

Operating-control systems

What is the current management structure?

What type of information system exists?

What management methods exist for:

- inventory policy and control
- production planning and control
- quality control
- wage payment
- cost control?

What other parts of the organization are involved? (purchasing, sales, product service)

Work Force

What is the size, skill level, and attitudes of the direct and indirect work force? Hiring, firing, overtime and retraining constraints?
Training programs? Are unions involved? What are their activities?

- II. Identify major objectives

How is the plant manager evaluated?

Customer service policy (leadtimes)

Market strategy (expansion or stabilized)

Corporate strategy on vertical integration?

Work force management

Quality

- III. Identify alternative courses of action.

Imaginative, Reasonable scenarios, Multiple options

- IV. Evaluate alternatives and make decisions.

Make criteria and objective explicit

Identify quantitative vs. qualitative criteria

Make trade-offs

Make specific practical decisions

- V. Propose implementation procedures.

What is to be done? By whom? When? Timetable

How should specific action be performed?

How much will it cost?

Note: Items I and II are relevant for your plant visit and report.

TESTS:

Only those students who contact me before a scheduled test will be permitted to write a supplemental.

ASSIGNMENTS:

1. Barring legitimately exceptional circumstances, assignments are due by 3:00 p.m. on the due date (or in class for evening courses). Late assignments will be docked 10% per school day late. Please note that assignments are late as of 3:05 p.m.
2. Preferably assignments will be typed. However, so long as they are legible they will be accepted in handwritten form. Illegible papers will be returned unmarked.
3. At the College level, you are expected to submit assignments which are properly edited, free of spelling and grammatical errors. Assignments with excessive errors may be returned unmarked.
4. Students are encouraged to discuss cases among themselves. However, unless the case is specifically designated as a group paper, write-ups are to be done independently. Plagiarism will be treated in the harshest possible terms.

PUNCTUALITY/ATTENDANCE:

Classes will start on time and reviews of material already covered will not be provided for late students. While students are expected to attend class regularly attendance will not be taken. Failure to attend regularly will impact the class contribution portion of the final grade and will influence my willingness to provide remedial assistance. In other words, don't ask me for help if I haven't seen you in class for six weeks (barring legitimate reasons, of course).

FINALLY:

The onus is on the student to seek help if required. I shall presume satisfactory progress and comprehension unless I hear to the contrary. There is no shame whatsoever in seeking assistance, and I shall happily provide it, but YOU must initiate the process. Please do so early as it is rather difficult to help in a significant way the day before the exam.

My office hours are only a guide to my availability. Please feel free to wander in as you see fit.

plagiarism is the taking of ideas and exact words of another and the offering of them as one's own. Plagiarism specifically consists of copying verbatim from a book, magazine, etc.; using someone else's ideas (theory, interpretation, etc.); handing in a paper written by someone else.

Plagiarism is a deceitful practice which is unbecoming of any professional business person. And it is not to be tolerated.

The Department of Business Administration is concerned about plagiarism within our program. As instructors we encourage students to use resources whether primary or secondary to support or refute positions they may take. If resources are used, if ideas are borrowed, if someone's exact words are used, the students should document their sources.

If an instructor suspects a student of plagiarism, he or she may:

- 1) wish to discuss the situation with the student
- 2) try to find the original source

If an instructor accuses a student of plagiarism, he or she may assign:

- 1) a "0" for the assignment
- 2) a "1" for the course

If a student accused of plagiarism wishes to contest the charge he/she should

- 1) discuss the problem with the instructor
- 2) discuss the situation with the Chairman of the Department
- 3) appeal to the Executive Committee of Academic Council