

T. Grainger

GRANDE PRAIRIE REGIONAL COLLEGE
DEPARTMENT OF BUSINESS ADMINISTRATION W. 1988-89
COURSE OUTLINE

BA 240 OPERATIONS MANAGEMENT

TEXT: Operations Management, Decision Making in the Operations Function, Roger G. Schroeder, McGraw-Hill, 1985, 2nd Edition.

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.

OBJECTIVES:

- 1) To survey principles of operations management.
- 2) To inform re: role of operations in 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To many, the age of "bean making" has been superseded by the age of "bean counting."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 80's have seen a revitalization of the operations function. It has been restored to its rightful place in organizations' strategic planning. It can be a competitive edge or a principle course 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% (May be oral case presentation)
Final Exam	25%
Quizzes/Cases	30%
Plant Tour Report	20%
Class Contribution	5%
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	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 3 plant tours.

Conversion from percentages to stanines as follows:

<u>Percent</u>	<u>Grade</u>
90 - 100%	9
80 - 89%	8
73 - 79%	7
66 - 72%	6
57 - 65%	5
50 - 56%	4
45 - 49%	3 FAILURE
26 - 44%	2
0 - 25%	1

COURSE
CONTENT:

<u>TOPIC</u>	<u>CHAPTER</u>	<u>APPROXIMATE TIME</u>
Introduction	1, 2	2 weeks
Process Selection	5	1 week
Technological Choice	6	1 week
Process Flow Analysis	7	1 week
Facilities Size & Location	9	1 week
Inventory Management	13, 14	2 weeks
Scheduling & JIT	11, 16	2 weeks
Quality Management	20, 21	3 weeks
		<u>13 weeks</u>

BA 240 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 31/88-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 five 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!

TO: BA 240 Students
FROM: Tom Grainger
DATE: January 2, 1989
SUBJECT: MEMOS

Purpose

In this course you will sharpen your written communication skills through several short memos. Each memo assignment will indicate the intended recipient to encourage you to write with a sense of audience. Carefully consider what you know about the person addressed; wording, tone and content must be appropriate.

Since conciseness is essential in effective management communication, memos for this course must be limited to 500 words and must be double spaced.

Organization

First, read the case and analyze the situation. Cases should be discussed with your group, but memos must be written individually. Writing is a three-stage process: organizing, writing, and editing. Before writing, consider the information you wish to include and how to arrange it most effectively. Structure your argument carefully.

Both the problems and your recommendation should be stated clearly at the beginning of your memo. Do not summarize case facts unless your intended reader is unaware of them. Indicate any other alternatives you seriously considered and argue forcefully why your recommendation is more appropriate. Include a feasible plan for implementation and do not ignore obvious risks and costs.

Format

All memos are to be printed or typed, with ample margins (one inch on all four sides). Indicate at the top of the page the recipient, the sender, the date, and the subject. Use headings to break up the text and to signal your organization clearly to your reader.

Any relevant calculations or data needed to support your conclusions should be included separately, at the end of the memo, in carefully labeled exhibits. Be sure to refer to the exhibit (e.g., see Exhibit 1) at the appropriate place in the memo. Avoid forcing the reader to look back at an exhibit in order to understand memo content.

After writing a first draft, edit carefully, eliminating unnecessary words and details, and checking grammar, spelling, and punctuation. Edit for the four c's"

1. Complete - Does it include all the reader needs to know?
2. Clear - Does it say what you mean?
3. Concise - Have you included only what is necessary?
4. Correct - Have you checked facts, numbers, spelling, etc.?

Evaluation

Your memo will be evaluated as a complete product; style and content cannot be separated. Content must be reasonable and well supported, and the argument must be presented effectively. Serious organizational or writing problems will distract readers from your ideas.

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.