

OPMA 317 (All Lectures)
Fundamentals of Operations Management
Course Outline – Fall 2016

Instructors	Alireza Sabouri (L01, L02, and L03) 403-220-4363 SH132 alireza.sabouri@haskayne.ucalgary.ca <i>Office Hours:</i> Mondays & Wednesdays 1 pm - 2 pm (or by appointment)
	Brent Snider (L04, L05, & L06) 403-220-7164 SH124 Brent.Snider@haskayne.ucalgary.ca <i>Office Hours:</i> Tuesdays & Thursdays 2:00pm-3:00pm (or by appointment)

Website <http://d2l.ucalgary.ca>

Lecture Times and Locations

L01: Mondays, Wednesdays, & Fridays, 10:00am to 10:50am, SH202
 L02: Mondays, Wednesdays, & Fridays, 11:00am to 11:50am, SH202
 L03: Mondays, Wednesdays, & Fridays, 12:00pm to 12:50pm, SH202
 L04: Tuesdays & Thursdays, 9:30am to 10:45am, PF126
 L05: Tuesdays & Thursdays, 11:00am to 12:15pm, PF126
 L06: Tuesdays & Thursdays, 12:30pm to 1:45pm, PF126

Tutorial None

Course coordinator Brent Snider

Course Description This course is meant to introduce Operations Management, a functional area of major significance to all organizations. In particular, emphasis will be placed on the management of conversion/transformation processes, including business processes. The intent of the course is to show the importance of process management in successfully competing in today's global business environment. Moreover, frequent illustrations will show that conversion/transformation processes are often cross-functional in nature and are of relevance to subsequent employment in any area of management. Key decision areas will be identified, with those of particular importance discussed in depth. Both concepts and applications will be taught with some quantitative modelling used where appropriate.

Course Outcomes

- Students will be able to model a process to show bottlenecks and experiment with alternative configurations to maximize capacity.
- Students will be able to organize project tasks and develop a plan for an efficient project schedule.
- Students will be able to identify key inventory and supply chain management factors and solve for ideal order points and order quantities.
- Students will be able to interpret process variation and select methods to best manage such variation.
- Students will be able to choose preferred supply chain management techniques to address supply chain challenges.
- Students will be able to classify various quality control techniques and utilize quality control charts to identify process improvement opportunities.
- Students will be able build a process flow chart to illustrate a process.

Recommended Textbook and/or Other Materials

Jacobs, Chase, Balakrishnan, Snider, Operations and Supply Chain Management: The Core, Second Canadian Edition ©2013, McGraw-Hill Ryerson. ISBN-13: 978-0-07-105148-4.

Three copies of the text, along with assigned cases and videos will be on short-term reserve at the MRC.

The McGraw-Hill “Connect” link for our specific course and term is: <https://connect.mheducation.com/class/b-snider-fall-2016-all-lectures>
If you do not see our assigned practice questions, you need to “switch sections” and enter the above link.

Required Simulation Access Code

Littlefield Technologies Internet Simulation access code is required for all students and is purchased SEPARATELY from the textbook (see Assignment #2 information on D2L).

Supplementary Course Fees

None. Template” PowerPoint slides to be covered in class are available on D2L. Students should complete the slides in class as the topics are covered (on paper or electronically). Students have three options:

- 1) The AMIO student group will be selling the 200+ page double sided course notes packages during the first few weeks of the course.
- 2) Download and print the course notes yourself (printing 2 slides per page is recommended to provide sufficient space to fill in answers and calculations).
- 3) Download and then annotate the course notes slides electronically

Class Preparation & Desire2Learn (D2L)

Lectures focus on the material presented in the textbook and general discussion relating to the topic(s) outlined in the lecture schedule. Students are expected to read the assigned text chapters and readings before class, and be prepared for class discussion. Important information and additional readings are posted on Desire2Learn (D2L). Students should regularly check the News section of D2L for ongoing notices.
Your instructor may not necessarily cover all of the materials in the chapter, but it is the responsibility of the student to understand the

concepts presented in the textbook's assigned readings and lectures. If you are unsure of any of the concepts, please take the initiative to ask the instructor during class.

Contacting Your Instructor Students requiring assistance are encouraged to speak to their instructor during class or during their office hours. Should you wish to meet with the instructor outside of office hours, please telephone or email the instructor to make an appointment. Students should get into the habit of making and keeping business appointments.

Proper Business Use of Email Email is commonly used by students to communicate with their instructor. However, it does limit the effectiveness of the communications and may not be the best way for instructors to answer student questions, especially those requiring an explanation of concepts covered in this course or some personal concerns. Therefore the instructor may request a telephone call or personal meeting. As instructors often receive an extreme number of emails daily, insure that the subject line of your email follows the format of: ***"OPMA317Q – Subject of your question"***.

Internet & Electronic Communication Devices Any surfing of the Internet during lectures that is not directly related to the class discussion can be distracting to your instructor and fellow students. Use electronic devices respectfully. Please turn OFF your phone before the beginning of each lecture.

Grade Distribution

Assignment #1 - Project Management	10%
Assignment #2 – Littlefield Technologies Simulation	10%
<i>Bonus: Littlefield Technologies Performance (Max = 3%)</i>	<i>+3%</i>
<i>Bonus: 2% for SCM Exercise documents</i>	<i>+2%</i>
Assignment #3 - Quality	10%
Midterm Exam	35%
Final Exam	35%
Total	100%

Class Participation There will be many opportunities for class participation. The class is more interesting and enjoyable for everyone when there is healthy student participation.

Practice Problems Suggested practice questions/problems from the text and solutions will be posted on the course website. These will help students keep up with the course material and prepare for the examinations.

Assignments **Cover page templates** will be posted for hard copy assignment submissions. Please complete it electronically and print it for your assignment cover page. Marks may be deducted for incomplete, incorrect or missing template cover pages.

Hard copy assignment submissions must be deposited in the OPMA 317 drop box on the first floor of Scurfield Hall (past the computer labs,

behind the elevators). Do not submit an assignment to staff in the OSCM area or directly to your instructor.

It is every group member's responsibility to ensure that the assignments are delivered complete and on time. Do not try to pin the blame for such oversights on individual group members.

Late assignment submissions will be accepted up to 24 hours late at 75% of the maximum grade.

If there is a conflict between written instructions in this outline/assignment hand outs and what was verbally said by an instructor in class, the written instructions will prevail.

Appeals on a group-assigned grade must be made within 15 days of the posting of the grade or the return of the assignment. In the reassessment, the grade could go down as well as up.

Group Work

Group formation:

Will be conducted randomly in class during the 3rd week of the term (see course schedule for exact date). Groups will be **randomly made** based on approximately **four students from the same lecture section**. Group listings will be posted to the course website for your reference. All assignments are to be done in the same groups.

Group work is an integral aspect of this course and all students are expected to participate fully in it. In general, assignment grades will be the same for each student in the group. Note that permitting your or someone else's name to be placed on an assignment, when the associated individual has not made a significant contribution, is a form of plagiarism.

It is strongly recommended that students attempt assignment questions independently prior to group meetings. Assignment questions have been designed to facilitate this approach. This approach has been shown to significantly improve the quality of group submissions while also helping the individual student better prepare for examinations.

Formal peer evaluations ARE NOT used in this course, but students are expected to communicate appropriately with each other when they feel the distribution of work amongst the group members is not equitable or the submission requires additional work.

To help ensure sufficient individual contributions to groups assignments:

- Have each group member complete the assignment independently (unformatted).
- Set a deadline for sharing individual contributions (ex. three days prior to the assignment due date/time).
- If an individual's contributions do not meet fellow group members expectations, ask them to resubmit within 24 hours (two days prior to the assignment due date/time).
- If an individual's resubmitted contributions still do not meet fellow

group members expectations, the group can choose to “expel” the individual from the group for that assignment by:

- Completing, signing, and sending a completed “Expel Group Member Form” (posted on D2L) to both the individual student and the course coordinator (‘cc’ on the e-mail) at least 24 hours prior to the assignment due date/time.
- Attach a hard copy of the completed form to their assignment submission (to explain why a group member’s name is not included on the group’s submission)
- The expelled group member is then expected to complete and submit the assignment individually, or they will receive a score of zero for the assignment.
- If an individual receives a second “Expel Group Member Form” during the term from their fellow group members, the individual must meet in person with the course coordinator within seven days. The instructor reserves the right to assign additional work and/or assign different grades to those students that have not fairly contributed to their group submissions.

SCM Exercise

The 2% bonus is for attending and submitting the documents used in the Supply Chain Management Exercise scheduled for **Tuesday November 1st, 2016 from 6:30pm to 9:00pm at the Red & White Club (McMahon Stadium)**. If the Supply Chain Management Exercise results in a schedule conflict with a University of Calgary sanctioned event (class, exam, etc.), documentation of the conflict (ex. screen picture of course schedule showing your name) must be e-mailed provided to the course coordinator prior to the date of the exercise. Students that have a schedule conflict approved will receive the 2% portion as if they attended the exercise.

Exams

Both the mid-term and final exams will be closed book in nature, but a set of formulae and any relevant tables will be provided. There will be a mix of multiple choice, and short answer questions. Both conceptual and quantitative material will be on the exams. Questions will be based on the course notes (including any short cases therein), text (including assigned short cases even though some of them may not be covered in class), assigned readings, and class sessions (including general issues from any presented videos).

The Association for the Management of Information and Operations (AMIO), a student group, will have Illustrative Exams available for sale. The exams were written by the instructors of the course. AMIO will come to the class (in class the week before our midterm exam) to sell the set of exams (both mid-term and final). Alternatively, they can be purchased in the Haskayne clubs area.

A randomly assigned seating arrangement will be posted 20 minutes before the start of the examination. Please bring your student ID card and sit in the assigned seat (these will be matched during the exam). The use of both non-programmable and programmable calculators is

permitted as long as they DO NOT possess the capability of storing/retrieving/transmitting text. You should not have any books, notes or sheets of paper anywhere near where you are writing an examination. Students are not permitted to be found in possession of a phone or any device that can access the internet during examinations (store these “off” in a bag at the front of the room). Please read the University Calendar regarding regulations in examinations.

Midterm Exam

Unless otherwise posted on the course website, the midterm exam will cover the course introduction exercise through to the end of topic 5 (Inventory Management). **The midterm exam is scheduled for Wednesday October 26th, 2016 from 6:30pm to 9:30pm in MFH160, 162, and 164.**

A student who misses the mid-term examination must contact the course coordinator within 48 hours to arrange a deferred exam or they will receive a grade of zero on the examination. If a deferred exam is arranged and the student fails to attend, an automatic grade of zero will be given. The deferred mid-term exam is scheduled for Saturday, November 5th at 1:00pm (Room TBA).

A time for all students to review their mid-term exams is provided – please see the course schedule for details. If necessary, make an appointment with your instructor after this date to review your exam in the instructor’s office.

Final Exam

The final exam (of 3 hours duration) will be scheduled by the Office of the Registrar. In general, the final examination will NOT be cumulative in nature. Unless otherwise posted on D2L, the final exam will cover topics 6 (Supply Chain Management) through to the end of the course.

Deferred Exams

Writing of an exam after the normal scheduled date may be allowed in cases of illness, domestic affliction, religious conviction, or class conflict.

If you are requesting a deferred midterm exam you must contact your instructor before the exam, and proper documentation must be submitted prior to approval of a subsequent midterm.

If you are requesting a deferred final exam you must submit the proper documentation to the Haskayne School of Business Undergraduate Programs Office. Please refer to the current University of Calgary Calendar for more information.

Appealing an Exam Grade

As the grading of any exam is open to human error, please feel free to question your results. Students have *fifteen calendar days* (15) from the posting of the exam results to appeal an exam grade. Students are encouraged to consult the current University of Calgary Calendar for more information.

Grade Scale

The Haskayne School of Business endeavours to ensure consistency of final grades across courses and sections. Variations in distribution will always be considered by the instructor where called for by the performance in each individual class. The student does not have any 'right' to a certain grade, but is responsible for earning grades. The instructor has unfettered discretion to evaluate student performance and assign all grades.

A+	≥	95.0%	B+	≥	80.0%	C+	≥	68.0%	D+	≥	55.0%
A	≥	90.0%	B	≥	76.0%	C	≥	64.0%	D	≥	50.0%
A-	≥	85.0%	B-	≥	72.0%	C-	≥	60.0%	F	<	50.0%

There is an added hurdle to obtain a grade of C- or higher in the course, namely that the average performance on the two examinations must be at least 55%. For example, if you receive a 66% overall but your combined exams average 53%, then your final letter grade will be D+.

Academic Misconduct

In the past few years, a significant number of OPMA 317 students have been convicted of academic misconduct on both exams and assignments. Please see the "Academic Regulations" section of the current university calendar, specifically section "K.2 Plagiarism/Cheating/Other Academic Misconduct". Although groups are permitted to compare assignment answers, their submissions cannot appear significantly similar to another group (or previous group) submission.

Emergency Evacuation Plan

In the event of an emergency, the building must be evacuated and all individuals are to meet at a predetermined location. Additional information on the emergency procedures and the list of rendezvous points can be found here <http://www.ucalgary.ca/emergencyplan/assemblypoints>.

University Regulations

Academic Accommodation:

The University of Calgary is committed to ensuring that each student is afforded an academic environment that has been developed on the principles of equal and equitable access, respect for individual differences, and academic integrity. **Student Accessibility Services (SAS)** offers services to students with documented disabilities including learning disabilities, chronic health issues, hearing and visual impairment, disabilities and temporary impairment due to accident, illness or injury. It is the student's responsibility to contact Student Accessibility Services to request academic accommodation. The nature and type of academic accommodations vary from student to student and are dependent upon the student's disability and the academic requirements.

If you are a student with a documented disability who may require academic accommodation and have not registered with Student Accessibility Services, please contact their office at 403.220.8237. Students who have not registered with Student Accessibility Services are not eligible for formal academic accommodation. Students are also required to discuss needs for accommodation with the instructor no

later than fourteen (14) days after the start of this course.

<http://www.ucalgary.ca/access>

Accommodations on Protected Grounds other than Disability:

Students who require an accommodation in relation to their coursework or to fulfil requirements for a graduate/undergraduate degree, based on a protected ground other than disability, should communicate this need, preferably in writing, to their Instructor or to the Associate Dean, AD MBA Program or AD Undergraduate Program. Students who require an accommodation unrelated to their coursework or the requirements for a graduate degree, based on a protected ground other than disability, should communicate this need, preferably in writing, to the Vice-Provost (Student Experience).

Academic Honesty:

Academic honesty is the cornerstone in the development of knowledge. A single offence of cheating, plagiarism or other academic misconduct on term work, tests or final examinations or assignments can lead to disciplinary probation, suspension or expulsion from the Faculty by the Dean. If a student allows his/her name to stand on group work when in fact there is essentially no contribution made, then that student is guilty of academic misconduct. Please refer to the current University Calendar for further details.

Plagiarism:

Plagiarism involves submitting or presenting work as if it were the student's own work when it is not. Any ideas or materials taken from another source written, electronic, or oral must be fully and formally acknowledged. Plagiarism includes but is not limited to:

- (a) The work submitted or presented was done, in whole or in part, by an individual other than the one submitting or presenting the work (this includes having another impersonate the student or otherwise substituting the work of another for one's own in an examination or test),
- (b) Parts of the work are taken from another source without reference to the original author,
- (c) The whole work (e.g., an essay) is copied from another source, and/or,
- (d) A student submits or presents work in one course which has also been submitted in another course (although it may be completely original with that student) without the knowledge of or prior agreement of the instructor involved.

While it is recognized that scholarly work often involves reference to the ideas, data and conclusions of other scholars, intellectual honesty requires that such references be explicitly and clearly noted. Plagiarism is an extremely serious academic offence.

It is recognized that clause (d) does not prevent a graduate student incorporating work previously done by him or her in a thesis or dissertation.

Please consult your instructor or the Writing Centre (SS110) if you have any questions regarding to properly document sources.

Software Policy:

Faculty, students and staff of the University of Calgary are expected to use software in a lawful manner in accordance with the Canadian law of copyright and the software's specific license conditions.

Copyright and Photocopying:

All material used in this course is for the sole use of the individual and should not be recopied either in print or digital format. For copyright guidelines and University of Calgary policies please visit:

<http://library.ucalgary.ca/copyright>. All copyright related questions can be directed to the Copyright Office: copyright@ucalgary.ca.

Recording Lectures:

Recording of lectures and labs is permitted for individual private study, only at the discretion of the instructor. Any other use of recording constitutes Academic Misconduct and may result in suspension or expulsion. Both the student and the instructor must sign the appropriate Release Form to facilitate recording lectures or labs.

Other Information

The SU Wellness Centre – Counselling, Health Services and Wellness Programs

The SU Wellness Centre Counselling Services focus on three major areas: personal counselling, career development and academic success. To learn more about services, wellness programs, and assistance, please phone 403.220.5893 or visit the website at: <http://www.ucalgary.ca/counselling/>

The Student Success Centre

The personalized planning and support available at the Student Success Centre includes advising, learning and writing support, student success seminars and online resources. The **Writing Support Services** at U of C are housed at the SSC. For general inquiries and appointments: 403.220.5881; success@ucalgary.ca
<http://www.ucalgary.ca/ssc>

Student Accessibility Services

The mission of Student Accessibility Services (formerly the Disability Resource Center) is to work collaboratively and innovatively with the campus community to create an accessible, equitable and supportive learning and living environment that enhances each student's academic and personal development. SAS houses the Nat Christie Adaptive Technology Centre, a technology lab and quiet study area where students can study, be trained on, and make use of, a range of assistive and adaptive hardware and software options. <http://www.ucalgary.ca/access>

Students' Union Representative:

Email: haskayne1@su.ucalgary.ca
haskayne2@su.ucalgary.ca

Freedom of Information and Protection of Privacy Act:

For information on the Freedom of Information and Protection of Privacy Act please visit <http://www.ucalgary.ca/secretariat/privacy>

Safe Walk:

<http://www.ucalgary.ca/security/safewalk>

Office of the Ombudsperson:

The Student Ombuds Office offers a safe place for undergraduate and graduate students to discuss student related issues, interpersonal conflict, academic and non-academic concerns, and many other problems. Operated independently of the University of Calgary, the Ombuds Office is confidential, impartial, and informal. The Ombuds Office is a great resource for students to voice concerns and learn about the possible courses of action to take. More information can be found at <http://ucalgary.ca/ombuds>

Haskayne Undergraduate Statement of Student Responsibility

RESPONSIBILITY is:

Respect for **Everyone** I care about, impact and represent, **So** I make a **Positive** impact **On** my **Neighbors**, peers, colleagues, and family. **Staying** responsible **Is** what keeps me grounded **By** reminding me the way **I Live** is Influenced by **The** actions of others; my actions impact **You** – today and in the future.

As a Haskayne School of Business Student:

- When faced with tough choices, I have a responsibility to ensure that alternatives are explored, their consequences understood, and priorities are set based on ethical values so that “win-win” solutions are possible.
- I am accountable for my actions and responsible for their consequences – both in the short and long term.
- I will be consistent in my actions, words, and intentions so they reflect commitment to my ethical and responsible core values.
- I can play a role in respectfully raising awareness among others and encouraging my peers and colleagues to find positive solutions to ethical challenges.
- I will develop and sustain lasting relationships through open and honest communication, and demonstrating personal integrity.
- I have the responsibility to strive for a career and life that embody my passions and reflect my sound values while living to an ethical standard.
- It is my responsibility as a student to develop to my full potential and in turn make a positive contribution to the world around me. It is my social responsibility to help my fellow students, coworkers, and members of the community at large to fully realize their potential as well.
- I am responsible for shaping a positive world for future generations, including the management of my own ecological footprint and respect for the environment in my decisions and actions.
- I have a responsibility to embrace, encourage, and sincerely accept diversity. Diversity of opinion, background, and belief is a competitive advantage and helps build a positive future.

***My ethics become “real” when I choose to live my life in a way that is true to my core values.
It is my responsibility to live ethically – no one can do it for me.***

This statement was created with the input of over 400 Haskayne undergraduate students in the 2008 – 2009 academic year. It was officially unveiled March 20, 2009 at the Corporate Social Responsibility and Sustainable Development Program conference on Corporate Tools. This statement applies to all undergraduate students at the Haskayne School of Business, University of Calgary.