



**BUSI - 2301 OPERATIONS MANAGEMENT
WINTER - 2020**

Instructor:	Aaron L. Nsakanda, Ph.D., Associate Professor, Supply Chain Management Office: 903 Dunton Tower, phone: 520-2600 ext. 2210, email: aaron.nsakanda@carleton.ca
Course location:	UC 180 (Section C), TB 240 (Section E)
Timetable:	Tuesdays, 835am-1125am (Section C); 605pm-855pm (Section E)
Office hours	Thursdays (3:00pm-4:30pm) or by appointment

A. COURSE DESCRIPTION

Operations Management (OM) deals with the management of systems that provide goods and services to customers. This function exists in all industries, including manufacturing, retail distribution, and government services. The goal of OM is to provide *value* to the customer via the pursuit of *efficiency* and *effectiveness*. In a broader sense, OM is also a set of concepts and tools that can be useful in the *management* of the *operations* of any organization. Since operations are at the core of any business (without it, there is no business!), OM is an essential area of management study. The objective of this course is to provide an introduction to the field of OM. It will give a survey of the main OM issues and the key concepts & tools for dealing with them. It is intended to provide a basic exposure for those who will be specializing in other business areas, and to serve as a first step for those wishing to do further studies on this topic. Since OM in the real world is in frequent contact with other business functions such as marketing and finance, this course will draw on terminology and concepts from these fields.

B. 2019/2020 COURSE CALENDAR DESCRIPTION AND COURSE PREREQUISITES -

Concepts, models, and managerial issues in planning, designing, operating and controlling systems of manufacturing goods or providing services. Emphasis on basic ideas and tools.

Prerequisite: second year standing, and STAT 2606. Restricted to selected Sprott programs. Precludes additional credit for BUSI 3300 (no longer offered). The School of Business enforces all prerequisites.

C. COURSE FORMAT

The format of the course consists of a mixture of lectures, mini-case studies, in class exercises. Students in groups will be required to participate in exercises that will

be conducted during the class time. Class attendance and participation are important to acquire a better and lasting understanding of the material covered in this course.

D. COURSE MATERIALS

1. Required textbook

Venkataraman R. R., Pinto J. K. (2019): *Operations Management: Managing Global Supply Chains*, Second edition, Sage Publications. This textbook is available for purchase through the university bookstore or through the publisher e-store (see the weblink on CuLearn).

2. Other reference textbooks (not to be purchased)

- Russell R. R., Taylor III B. W., Bayley T., Castillo I. (2020): *Operations Management: Creating Value Along the Supply Chain*, Second Canadian edition Wiley, Toronto.
- Stevenson W. J., M Hojati M., & Cao, J. (2018): *Operations Management*, Sixth Canadian edition, McGraw-Hill Ryerson, Toronto.
- Swink M., Melnyk S. A., Hartley J. L. (2019): *Managing Operations Across the Supply Chain*, Fourth edition, McGraw-Hill Ryerson, Toronto.

2. Class notes and readings

Instructor's lecture notes will be available for download on the course website (see CuLearn).

F. COURSE EVALUATION

The course evaluation will be based on the following activities: quizzes, final exam, and attendance. The weighting of each activity is as follows:

1. Quizzes (total of 3 x 15% each)	45%
2. Attendance	10%
3. Final exam	45%
TOTAL	100%

The instructor will assign bonus points for class participation (see details below).

1. *Quizzes (45%)*

There will be three (3) quizzes to be done in class as indicated in the course schedule. Both quantitative and qualitative questions may be expected. The objective of the quizzes is to encourage studying the course materials on a regular basis. They also act in lieu of a midterm exam. The topics covered in the quizzes will not be included in the final exam. Unless specified otherwise by the instructor, the quizzes will be written and submitted in class (may be electronically, so bring along your connected device). There will be NO make-up offered for missing a quiz. Students are advised that solutions to quizzes will only be made available for consultation at the instructor's office by appointment or during office hours.

2. Class Attendance (10%)

Class attendance is essential for engaging with the course materials and interacting with the instructor and classmates. Students need to attend at least 10 classes (excluding the first class and the reading week) and answer the attendance question in the Socrative app in order to get full attendance points (10% of the total grade). A connected device such as a smartphone, tablet, or laptop is required to register attendance. Students may download and install the application on their device or use the application's website (www.socrative.com).

3. Final exam (45%)

The final exam is closed book and closed-notes. It will be partially cumulative, focusing solely on the topics that were not covered in the quizzes. The test questions will come from the textbook readings, in-class hands-on exercises, lecture notes and may consist of multiple-choice, essay questions, mini-case analysis, or problems. The university will establish and announce the date for the final exam. Students are advised that quizzes and the final exam paper will not be returned back to them after being marked. They will only be available for consultation at the instructor's office.

4. Participation bonus (10%)

Participating in class activities is essential for the individual's and collective learning experience. Hence, it is highly encouraged and rewarded. Participation can be in the form of electronically answering the in-class questions, discussing issues and questions raised by the instructor or classmates, generating ideas related to the readings, responding to others' ideas constructively, commenting, and building on others' contributions. For the sake of effective participation, it is recommended to study the readings before class. A student can earn up to 10% of participation bonus to be added to the final exam mark. The participation will be conducted through Socrative Apps. Students may download and install the application on their device or use the application's website (www.socrative.com). Students who sign in Socrative and submit a right answer get 1 bonus point per question. One bonus point is equivalent to 0.2% of the final grade.

G. COMMUNICATIONS VIA EMAIL

2301 EMAIL PROCEDURE

It is important to use the structure outlined in the template below:

- The subject of the email must begin with **2301 - section - topic**
- The first line in the body of the email must contain your first name, last name, and your student number

Send	To...	<input type="checkbox"/> Aaron Nsakanda <Aaron.Nsakanda@carleton.ca>;
	Cc...	
	Subject	BUSI 2301 - section - topic

Fist name, Last name, CUID

Dear Professor Nsakanda:

H. CONDUCT

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- *Attending the class.*
Each class benefits from the attendance and participation of all participants. Class attendance is mandatory. The participation grade will be affected by absences. If any circumstances prevent attendance to the class, the participant is responsible for all materials discussed, handouts distributed, assignments covered, and announcements made.
- *Arriving on time.*
Late arrivals are disruptive and show disrespect to those who are on time. Late arrivals are not allowed.
- *Minimizing disruptions.*
Participants are not allowed to leave and re-enter the class. All cell phones and electronic communication devices must be turned off during class. If an emergency situation requires keeping the cell phone turned on, it must be set in the silent mode and it is advised that the instructor be informed prior to the class starting. Participants should also avoid engaging in side conversations after class has begun.
- *Focusing on the class.*
Participants are not allowed to use laptops or hand-held devices for other tasks than notes taking while in class. Activities such as net surfing, and answering emails are very disruptive both to neighbors and to the entire class.
- *Being prepared for class.*
Participants must be ready to discuss any assigned readings and to answer any assigned questions.
- *Respect.*
Participants should act respectfully toward all class participants.

I. TENTATIVE SCHEDULE

*Every effort has been made to make the schedule as complete as possible, but there may be occasions where changes are required. The instructor will announce any deviations from the course outline in class.

WEEK(S)	DATE	Topic(s)	Reading(s)
1	7/1	Course introduction and overview	○ Course outline (available on CuLearn)
		Operations Management Along the Supply Chain - What and Why?	○ Introduction to Managing Supply Chains and Operations (chapter 1)
2	14/1	Strategic decisions in managing operations across the supply chain	○ Operations and Supply chain strategy (Chapter 2)
3	21/1		○ Product and service design (Chapter 4)
4	28/1		○ Process design and layout planning (Chapter 9)
			○ Tools for analyzing and designing processes (Chapter 9 supplement)
5	4/2		○ Strategic capacity planning (Chapter 7)
6	11/2		○ Managing for Quality (Chapter 5)
			○ Quality improvement and Control Tools (Chapter 6)
7	18/2	Reading week (no class)	
8	25/2	Tactical decisions in managing operations across the supply chain	○ Demand management and forecasting methods (Chapter 12 and Chapter 13)
9	03/3		○ Inventory management and control methods (chapters 15 and 16)
10	10/3		○ Sales and Operations planning (chapter 17)
11	17/3		○ Linear programming in aggregate planning (Module A)
12	24/3		○ Material scheduling and Requirement Planning (chapter 18, Supplement for Chapter 18)
13	31/3		○ Lean operations and systems (Chapter 14)
14	7/4		Integrative decisions in managing operations across the supply chain
			○ Supplier Management (Chapter 10)
			○ Course wrap-up and challenges ahead

J. SUMMATIVE QUIZZES SCHEDULED DATES & COVERED CHAPTERS

Quiz 1	25/2	Chapter 7 and Chapter 6
Quiz 2	10/03	Chapters 12 & 13
Quiz 3	24/03	Chapters 15 & 16

K. IMPORTANT ADDITIONAL INFORMATION

- Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

- Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII.

- Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades Entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

- Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

- Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation

is known to exist. For more details, visit the Equity Services website:
carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit:
carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

- Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance a <https://carleton.ca/registrar/academic-integrity/>.

- Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you're having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook Sprott Students Sprott.

- **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <http://carleton.ca/csa>

- **Other Information**

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

L. Undergraduate Academic Calendar (2019-2020)

Available at <http://calendar.carleton.ca/academicyear/>.