

## MBA 648: Business Process Management Winter 2024 Course Outline

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**Office:** MB 12.339

**Class Time and Location:** Mon, LS 110 (5.45 to 8.15 PM) and Thurs, MB 6.240 (11.45 to 2.30 PM)

**Office Hours:** 1.00 to 2.30 PM Monday

**Course Homepage:** [www.myconcordia.ca](http://www.myconcordia.ca) (Moodle)

**Mode of delivery:** In-person only (This is not an online class)

### COURSE DESCRIPTION

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Calendar Course Description: Business Process Management plays a central role in achieving competitive advantage in terms of quality, price, customer services and product variety. The focus is on improving the performance of core operations by optimally allocating scarce resources. Managerial and analytical tools are studied in improving business processes. The course covers operational issues such as *demand management (DM)*, *resource planning (RP)*, *inventory management (IM)* and *quality management (QM)*. Through case discussion, analysis and spreadsheet modelling, this course provides a hands-on approach to operations management.

Prerequisite: MBA 640 or COMM 610, MBA 641.

This course is highly recommended for students (a) seeking analytics position in supply chain management, (b) interested in consulting jobs in various industries, (c) majoring in other business disciplines and being curious about perspectives of operations/supply chain management in areas such as marketing, accounting, health care, or financial services, (d) interested in entrepreneurship and start-ups, (e) interested in the application of business analytics tools to solve management problems.

### COURSE MATERIALS

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#### Textbook

- CACHON, G. and TERWIESCH, C. ***Matching Supply with Demand: An Introduction to Operations Management***, McGraw Hill Education. Fourth Edition, 2019.
- Note that the text readings listed in the outline follow the fourth edition. If you are using the other editions of the textbook, please note that there are many differences, including the chapter numbers.
- Chapters from the textbook are highly recommended and should be read before the class session.

#### Cases

- Cases should be read **before** the class as preparation. Starting the second week of class, the students are expected to complete the readings in advance and prepare themselves for discussions in the class. The following cases will be covered in the course:
  - 1) *Kristen's Cookie Company*
  - 2) *Natural Blends Inc.*
  - 3) *AIT Netbooks: Optimizing Product Assembly*
  - 4) *Polaroid*
  - 5) *Project Management Analysis in the Internet Forecasting Industry*
  - 6) *Supply Contracts at SkiRetail*

**Other Materials:** Any course material will be posted on the Moodle.

**(TENTATIVE) COURSE SCHEDULE\***

- This is a tentative course schedule, which will be updated as the term progresses.

Week	Date	Topic	Readings
1	Jan 15, Jan 18	Introduction to Business Process Management <b>Process View of Organization</b>	-
2	Jan 22, Jan 25	<b>Process Capacity, Bottlenecks and Flow Rate</b> <i>Case: Kristen's Cookie Company</i>	Ch. 1/2/3
3	Jan 29, Feb 1	<b>Process Capacity, Bottlenecks and Flow Rate</b> <i>Case: National Blends Inc.</i>	Ch. 2/3/4
4	Feb 5, Feb 8	<b>Estimating and Reducing Labor Costs</b> <i>Case: Executive Shirts Company</i>	Ch. 2/3/4
5	Feb 12, Feb 15	<b>Estimating and Reducing Labor Costs</b> <i>Case: AIT Netbooks: Optimizing Product Assembly</i>	Ch. 2/3/4
6	Feb 19, Feb 22	<b>Batching and Flow Interruptions: Setup Times and EOQ Model</b> <b>In-class Quiz 1</b>	Ch. 5
		<b>HOLIDAY</b>	
7	Mar 4, Mar 7	<b>Quality Management, SPC, and Six-Sigma</b> <i>Case: Polaroid</i>	Ch. 7
8	Mar 11, Mar 14	<b>Process Variability and its Impact on Process Performance: Waiting Time Problems</b>	Ch. 9
9	Mar 18, Mar 21	<b>Project Management</b> <i>Case: Project Management Analysis in the Internet Forecasting Industry</i> <b>In-class Quiz 2</b>	Ch. 12
10	Mar 25, Mar 28	<b>Betting on Uncertain Demand: Newsvendor Model</b> <b>Revenue Management/Demand Management</b>	Ch. 14
11	April 4, April 8	<b>Supply Chain Coordination through Contracts</b> <i>Case: Supply Contracts at SkiRetail Case</i>	Ch. 18
12	April 12, April 15	<b>Guest Speaker or Review Session</b>	Ch. 19
		<b>FINAL EXAMINATION: TBA (by the EXAMINATIONS OFFICE). Please do not make any travel arrangements during the final examination period (April 18 to May 1) until the exam date is announced.</b>	

## COURSE GRADING

Your grade in this course will be based on individual and group evaluations according to the following rubric:

Class Participation	Individual	10%	
Group Assignments (3)	Group	30%	Date: TBA
Quizzes (In Class)	Individual	20%	Date: Week 6, Week 9
Final Examination: (in-person)	Individual	40%	Date: TBA by the Examinations Office

- **Passing Mark:** To pass this course, a student must pass the final examination (60% is the passing grade) and get an overall score of 60%. An overall score of 60% is “C” grade.
- **Letter Grade:** A student’s letter grade is based on the performance of the student’s overall numerical score in the course relative to the class. **NO CONVERSION TABLES ARE USED.**

### Class Attendance

- This is a graduate course in a business school; hence students are expected to attend all the classes. It is the student’s responsibility to make up for the missed classes.
- Class attendance is a part of your overall grade. Missing classes cannot add anything positive to your participation score and may have a negative impact. If you must miss more than 3 classes during the term due to unavoidable reasons, **please communicate with me (preferably by email) about any special circumstances regarding your absence.** In that case, the final examination will account for 40%+10% = 50% of your grade.

### Class Participation (10%)

- I insist on engaging students in the learning process. You are expected to contribute to class discussion by answering questions posed, by raising questions of your own, and by sharing useful information to the class. Therefore, I expect students to be prepared for class and to be active during the class. The class participation grade will be based on my evaluation of your consistent engagement and the quality of your contributions, questions, and answers in our discussions.
- Adequate participation is measured by: (1) Asking critical and insightful questions in proportion to the class size, (2) Ability to respond adequately to questions posed by the instructor in proportion to the class size.
- Merely attending the class and listening to the discussion is not sufficient; attendance is not participation.

### Quizzes (20%)

- Each quiz is weighed equally. Check the websites for the details of the quiz.
- If you miss any quiz for any reason, please communicate with me (preferably by email) so that the weights of the quiz can be moved to the final examination.

### Group Assignments (30%)

- Group assignments are designed for a team of 3 to 4 students. Please make sure that there is one submission per group. To avoid confusion, please delegate the submission responsibility to one member of the group.

Benefits of group assignments include the following:

- facilitates a deeper understanding of course content.
- allows students to become active participants in their learning.
- helps students develop skills such as problem-solving, critical thinking, and time management.
- exposes students to diverse ideas and approaches.
- acknowledges and uses individual students' strengths and expertise.
- helps students articulate their ideas, refine concepts, and develop interpersonal skills.

**Letter Grading:**

Graduate level grades are based on performance not “effort” or “need”. There are no “A” students and “B” students, rather there is “A” work and “B” work.

Marks in the “A” range are reserved for exceptional work that exceeds course expectations. Achieving that level of scholarship is your responsibility.

Marks in the “B” range are allocated to work that fulfills course expectations.

Marks in the “C” range are assigned to work that is complete but weak.

<b>A+ EXCEPTIONAL in all respects</b> contains original creative thought very well organized and expressed sound critical evaluation clear command of techniques and principles consistently exceeds expectations high level of synthesis new understandings extension of course content	<b>A to A- EXCELLENT</b> well organized with few errors shows clear understanding of concepts evidence of critical thought ability to discriminate & interpret issues analytic treatment of content application of ideas synthesis—connections among disparate details or ideas abstraction of content to real applications
<b>B+ VERY GOOD</b> constitutes above-average graduate work shows advanced comprehension of course content meets criteria for assignment shows basic competence in synthesis critical thinking logically organized	<b>B to B- ADEQUATE to GOOD</b> constitutes baseline for graduate work shows comprehension of course content coherent, understandable contains key elements, basic facts/knowledge grammatically correct writing little extension, abstraction or integration of concepts
<b>C WEAK</b> minimally meets requirements, just passes	

**Final Examination (40%)**

- The final examination (by definition) is cumulative. The final examination is based on the complete contents of the course: analytical tools, lectures, in-class case discussions, etc. It will comprise quantitative as well as qualitative questions related to the course materials as well as cases.
- The final exam is scheduled by the examination office. **Please do not make any travel plans until the date is announced.** There is no alternative final examination.
- The weights of the final examinations will increase to 50%, 60%, or 70% depending on the number of classes and quizzes you have missed.
- This is a **closed-book and closed-notes** examination. This is done to ensure that all the students have access to the same resources during the examination period.
- The format of the final examination will be *an online-proctored (in-person) examination*, conducted by the examination’s office. This prevents the use of disruptive technologies such as ChatGPT, text messaging, file/resource sharing by email, etc. during the examination.

- Please make judicious use of your resources (in the interest of time and efficiency). Time management is critical.
- A three-page, double-sided formula sheet (size of page = 8.5 x 11 inches) is allowed.
- You need to bring your laptop to write the examination. The university will not provide any laptops during the examination.
- Your questions will be available through Moodle. You will download the answer booklet, i.e. “the excel file” from the course website. At the end of the examination, you will upload this excel-file on the Moodle. No email submissions are accepted.
- Students are expected to be familiar with cases. Students are expected to have read the relevant cases thoroughly. No new cases will be introduced in the examination.
- No sharing of resources is allowed during the examination period. No transfer of files is permitted. No emailing and messaging are allowed. Note that your IP address is being tracked.
- Students are expected to be familiar with all the excel related components that were part of the course (lectures, assignments etc.).
- Students are expected to have read the relevant chapters of the books thoroughly.

### SOME FAQs?

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- **MISSED THE FINAL EXAMINATION? WHAT SHOULD I DO?** If you miss a final examination, please contact the MBA office immediately to seek further information/instructions ([mba.jmsb@concordia.ca](mailto:mba.jmsb@concordia.ca)). As an instructor, I cannot arrange an alternative examination at my discretion as multiple stakeholders are involved.
- **WHEN CAN I HAVE MY LETTER GRADE?** The university states that “*Final grades for all courses are required to be submitted no later than seven calendar days after the University’s last scheduled final examination (May 1, for Winter 2024).*” However, I choose to submit the final grades (for approval) for all my courses **on the seventh calendar day after our final examination**. The (three-stage) approval process takes two to three days approximately. Hence, the total lead time is 7 to 10 days.
- **IF I MISS THE MONDAY LECTURE, CAN I ATTEND THE THURSDAY LECTURE?** Yes, please feel free to attend the Thursday class if you miss the Monday class (or vice versa).
- **IF I MISS THE MONDAY QUIZ, CAN I WRITE THE THURSDAY QUIZ?** No, on the day of quiz 1 and 2, please make sure that you write them in your respective sections. If you miss the quiz, your quiz weight gets moved to the final.
- **CAN I DO THE ASSIGNMENTS ALL BY MYSELF?** Yes, if you have a genuine reason, you can submit the assignment all by yourself. However, the expectation of the quality of deliverables remains unchanged.
- **CAN I USE GENERATIVE AI TOOLS (ChatGPT etc.) FOR MY ASSIGNMENTS?** At this time, I do not recommend or provide support for the use of any generative AI tool. Given the analytical/quantitative content of this course, I do not feel any need of any generative AI tool. For this reason and taking into account a student’s potential individual privacy concerns or comfort in using these tools, I recommend that student DO NOT use any generative AI tool.

## ACADEMIC INTEGRITY

The Academic Code of Conduct at Concordia University states that the "integrity of University academic life and of the degrees, diplomas and certificates the University confers is dependent upon the honesty and soundness of the instructor-student learning relationship and, in particular, that of the evaluation process. As such, all students are expected to be honest in all of their academic endeavors and relationships with the University." (Undergraduate Calendar, section 16.3.14 or Graduate Calendar, Academic Code of Conduct).

All students enrolled at Concordia are expected to familiarize themselves with the contents of this Code. You are strongly encouraged to visit <http://provost.concordia.ca/academicintegrity/>, which provides useful information about proper academic conduct. Make sure to take the Academic Integrity Test if you have not done it already.

## ACADEMIC CODE OF CONDUCT

The Academic Code of Conduct is a University policy that outlines the procedures by which academic honesty or integrity is enforced. It outlines offenses, procedures for dealing with offenses, and possible sanctions if charges are upheld. The Code can be found in the University Calendar or on the Concordia website at:

<http://secretariat.concordia.ca/policies/academic/en/AcademicCodeConduct2008.pdf>

## DISCLAIMER

*In the event of extraordinary circumstances beyond the University's control, the content and/or evaluation scheme in this course is subject to change.*

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