

The University of British Columbia
Faculty of Commerce and Business Administration
BATL 510: Introduction to Logistics and Operations Management
Winter 2002 (Jan.-Feb.)

Instructor: Brian Graystone

Office: Angus 4th Floor – Room 465

Hours: T/Th 1:30-2:30 pm or by Appointment

Telephone: 604-838-2940

Fax: 604-983-8748

e-mail: graystonels@yahoo.com

Classroom: Angus 321

Time: T/Th 2:30-4:30 pm

Prerequisites: MBA core.

Texts & Materials:

Meredith, Jack R. and Shafer, Scott M. [*Operations Management for MBAs*](#), John Wiley and Sons, New York, 2nd Ed., 2002..

BATL 510 and Case Package available from Commerce Copy Centre.

Handouts will be distributed periodically at cost.

Internet sites and searches will be required.

Description

The objectives of this course are to provide an *introduction* and overview of the fundamental challenges facing operations and logistics managers. The course will focus on:

- Integrated Operations and Logistics Strategy
- Processes
- Service and Manufacturing System Design
- Performance Measurement
- Product Development and Design
- Quality
- Supply Chains
- Inventory Management
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Guidelines

Our approach will primarily be through the analysis of cases. As a participant in the class you will be expected to well prepared for every class. That means you have read all of the readings and prepared the cases in sufficient detail to understand the key issues, make and support recommended actions, propose implementation plan and identify risks. The book, *Learning with Cases*, provides a highly structured approach to case analysis. The

two assignments designated as to be submitted for evaluation, should be turned at the start of class. Also retain a copy for class discussion.

At the beginning of the second class, provide a brief one page resume which includes:

- Your name
- Telephone number and e-mail address
- Prior work experience (employer, position and responsibilities)
- Program (MBA, PhD, MSc, other) and specialization
- Career objectives
- A small picture of you (or a good photocopy)
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Also please bring a "name tent" and place it in front of you before each class.

Mark Allocation

Assignments (2)	30
Final Examination	40
Class Participation and Instructor Assessment	30

Some Books, Web Sites and Other Relevant References

Mauffette-Leenders, L.A., Erskine, J.A., Leenders, M.R. *Learning with Cases*, Ivey, 1999.

Fine, Charles A., *Clockspeed*, Perseus Press, 1998.

Goldratt, E. and Cox, J., *The Goal*, North River Press, 1992.

Hammer, M. *Beyond Reengineering*, Harper Collins, 1997.

[Business Week](#)

The Globe and Mail Report on Business

[The Financial Times](#)

The Financial Post

[Supply Chain Management Review](#)

www.manufacturing.net

[National Institute of Standards and Technology: The Malcolm Baldrige National Quality Award](#)

Class Participation:

The course utilizes numerous case studies and small problem sets. Active participation is required by all class members to gain the most from these exercises. You are expected to come prepared to discuss the questions noted in your assignments. At various times during the term, students will be asked to lead class discussion of selected questions. Students will be randomly reselected for this portion of class participation.

Class participation is mandatory. Adequate participation results in no adjustment to term mark. Below average participation may result in up to 4 points deducted (from 100) and above average participation may result in up to 4 points added to your mark.

Adequate participation is measured by:

- Preparation shown for leading the class on preassigned questions.
- No more than 2 absences without official excuses.
- Being able to respond adequately to questions posed by the instructor to proportion to the class size.
- Asking critical and insightful questions in proportion to the class size.

Guest Lectures:

Guest speakers will be sought where their insight or experience can add to the course objectives. The guest schedules may not correspond to the current topic due to their own business schedules. You will be notified of guest speakers in advance and note that a topic may be minimized or deleted to accommodate the guest speaker.

Communication:

You may communicate with me by e-mail and in-person. Please ensure that your e-mail address is indicated on the survey questionnaire. If I have any important messages for you they will be in your message box by 4:00 p.m., each Tuesday and Thursday. Please check your e-mail regularly for late breaking news.

It is my intention to be in my office on Tuesday and Thursday prior to class, but this will not always be possible. Please make an appointment by e-mail or phone if you want to meet.

Text, Readings and Handouts

The text is a good introduction to operations. It is expected that you will read and know the text. A BATL 510 readings package is available for sale in the Commerce Copy center. It is expected that you will read the appropriate readings as indicated for each class. In addition, I will distribute handouts as appropriate and any excess charges will be billed to you directly. Internet sites and searches will be required as noted below.

BATL 510 Course Outline

[January 8, 2002](#) Course Overview; Operations and Logistics and the Integrated Organization

Readings: M&S - Chapter 1

Magaziner I.C. and Patinkin M., "Fast Heat: How Korea Won the Microwave War", HBR, Jan-Feb 1989, pp.83-91.

Assignment: Analyze Taracare, Inc on p.17 of M&S and be prepared to discuss the issues raised in the Fast Heat article.

[January 10, 2002](#) Operations Strategy

Readings: M&S - Chapter 2

Porter, M., "What is Strategy", HBR, Nov-Dec 1996, 61-68.

Kaplan, R. and Norton, D., "Putting the Balanced Scorecard to Work", HBR, Sept-Oct 1993, 134-147.

Lowe, P., and Markham, W., "Perspectives on Operations Excellence", SCMR, Nov-Dec 2001.

Be prepared to discuss the readings.

[January 15, 2002](#) Quality

Readings: M&S - Chapter 3

Assignment - Officetech (M&S)

Be prepared to discuss the issues from the chapter and the questions for the case.

January 17, 2001 Operations Strategy Revisited

Reading: Skinner, W. "The Focused Factory", HBR, May-June 1974, 113-120.

Assignment - **Written case** to be handed in for evaluation [Copeland Corporation](#) (A)

Prepare a three page written report that recommends a focus for the Sidney plant. Follow the case report guidelines handed out in the first class.

Some questions to consider when preparing the report - no need to answer them directly in you report

1. How has Copeland's manufacturing strategy changed between 1975 and 1982?
2. What role was played by each participant in developing Copeland's manufacturing strategy.
3. What did the company learn from its experience at the three plants?

[January 22, 2002](#) Product/Service Design

Reading: M&S Chapter 4 and [Online Collaboration Tools Help Simplify Product Design](http://www.informationweek.com/783/collaborate.htm) (http://www.informationweek.com/783/collaborate.htm)

Assignment - Prepare Microstat case (M&S) based on the supplied questions.

January 24, 2001 Service System Design

Assignment - Prepare Benihana Case

Questions to consider:

1. What are the differences between Benihana's production process and that of an ordinary restaurant?
2. How is the production system structured?
3. How does this structure generate operating efficiencies?

[January 29, 2002](#) Transformation System Design

Readings: M&S Chapter 5 and the article "Process Fundamentals"

Assignment: X-Opoly (M&S) : Answer the questions in the text.

Greaves Brewery: Analyze its operations focussing on how

it should expand its palletizing process.
Also identify what types of transformation systems Greaves uses and the limitations of these systems?

January 31, 2002 Transformation Systems and Strategy

Assignment: **Written case** to be handed in for evaluation Whistler Corporation (A).

Let your analysis be guided by the following questions:

1. How has Whistler's approached manufacturing and product development in the past?
2. What manufacturing option should Whistler adopt and why?
3. What are the risks in adopting this option?
4. What potential problems will Whistler face in the next five years and how should it address them?

February 5, 2002 Supply Chains, Logistics and Distribution Systems

Reading: M&S Chapter 8, pp. 256-284.

Reading: Lee, H. "[Creating Value Through Supply Chain Integration](http://www.manufacturing.net/scm/index.asp?layout=articlePrint&articleID=CA151843)",
<http://www.manufacturing.net/scm/index.asp?layout=articlePrint&articleID=CA151843> SCM Review, October 2000.

Bowersox, D. "The Strategic Benefit of Logistics Alliances", HBR, July-Aug 1990, 2-8.

Assignment: Prepare "A Tale of Two Electronic Component Distributors"

Questions TBI

February 7, 2002 Inventory Management

Reading: M&S, Chapter 9
Skim M&S Chapter 10 MRP

Review for final exam.