

**University of Alberta – Alberta School of Business
Department of Accounting, Operations, and Information Systems**

OM411 – Business Process Management

Course Description:

Businesses use processes to produce and deliver goods and services to customers. This course is about the conceptual and quantitative analysis of those business processes. The emphasis is on strategic and tactical decision making about operations so as to create competitive advantage for the organization. The topics covered include process mapping, process flow analysis, inventory, and quality. The topics will be illustrated through discussion and analysis of several case studies. The topics and techniques selected for this course are applicable to a wide variety of industries.

Instructor:

Name: Osman Alp

Office: 2-33

E-mail: oalp@ualberta.ca

Phone: 492 8314

Office Hours: By appointment.

Class Meetings:

Schedule	Location
Tuesday 6:00 – 9:00 pm	B 1-9

There will be no lecture on February 19, 2013. In the first meeting on January 8, this syllabus will be distributed and the course will be introduced. This meeting will take half an hour. An extra class or individual meeting will be scheduled to make up for the January 8 lecture. Date of this meeting will be announced later.

Access to Instructor:

You can contact the instructor by making appointments to communicate in person or by sending e-mails. Your e-mails will be answered promptly.

Required Texts:

Managing Business Process Flows, 3rd Ed. by Anupindi, Chopra, Deshmukh, Van Mieghem, and Zemel. Prentice Hall.

The Goal: A Process of Ongoing Improvement, 20th Anniversary Edition by Elyahu M. Goldratt.

Course Pack: A course pack containing case studies will be printed and required.

Assessment

The Goal: This is a textbook disguised as a novel. As a novel, it won't win any prizes. As a textbook it is quite effective. Each week you will be required to read four chapters from this book and answer a short question testing whether you read the book or not. These tests will be web based quizzes to be answered out-of-class during the designated hours. Please see the course schedule below for the tentative dates of the web quizzes.

Case Studies: There are eight cases in the course pack. We will discuss these cases during seven of our lectures. Students must come to class prepared for the case discussions. For some of the cases, we can make group discussions and/or activities in class. After discussing each case in class, a homework will be assigned to be completed individually. Please see the course schedule below for the tentative dates and titles of case study discussions. If you miss a lecture in which a case study is discussed, then you will receive a zero grade from the corresponding assignment. If you have a compelling reason to miss the class, you can contact the instructor before or right after the class and request an exemption or make up.

In-class Quiz: There will be five in-class quizzes throughout the semester. Questions will be based on the course material. Please see the course schedule below for the tentative dates of in-class quizzes. If you have a compelling reason to miss a quiz, you can contact the instructor before or right after the quiz and request an exemption or make up.

Final Exam: There will be a final exam at the end of the semester. Exam will be on April 9, 2012.

Grading:

Component	Percentage	Explanation
Web Quiz	10%	10 web quizzes based on The Goal. 1% each.
In-class Quiz	25%	5 in-class quizzes, 5% each
Case Studies	35%	7 case studies, 5% each
Final Exam	30%	Comprehensive final exam

Course Conduct:

Course will be based on lectures, in-class discussions and activities, and case based discussions. Willingness to participate class discussions and activities is crucial in this course. Attendance is not mandatory however, almost every week there will be an activity related to an assessment requiring attendance. Therefore, attending class regularly is a must in order not to miss any assessment component of the course.

All course material including lecture notes and case assignments will be available on ulearn. It is the student's responsibility to follow all announcements and activities on ulearn. Course schedule will also be up-to-date on ulearn as the semester progresses.

Tentative Course Schedule:

Controlling Processes

Week	Date	Topics Covered	Assignments
1	January, 8	Course introduction	
2	January, 15	Processes, product and process attributes, Process competencies	Case Study 1: McDonalds/Burger King
3	January, 22	Process architecture, Flow Time, Flow Rate, Inventory	In-class Quiz1 Web Quiz 1: The Goal Ch. 1 – 4
4	January, 29	Little's Law, Takt Time, Inventory Turns	Case Study 2: Dore Dore Web Quiz 2: The Goal, Ch. 5 – 8
5	February, 5	Flow Time and Critical Paths	In-class Quiz 2 Web Quiz 3: The Goal, Ch. 9 – 12
6	February, 12	Capacity Management	Case Study 3: Kirsten Cookies Web Quiz 4: The Goal, Ch. 13 – 16
	February, 19	No Class	
7	February, 26	Capacity Management	Case Study 4: National Cranberry Web Quiz 5,6: The Goal, Ch. 17 – 24
8	March, 5	Managing Flow Variability	In-class Quiz 3 Web Quiz 7: The Goal, Ch. 25 – 28
9	March, 12	Managing Flow Variability	Case Study 5: University Health Services Web Quiz 8: The Goal, Ch. 29 – 32
10	March 19	Process Maps, Value Adding and Non-value Adding Activities	In-class Quiz 4 Web Quiz 9: The Goal, Ch. 33 – 36
11	March 26	Lean Operations	Case Study 6: Toyota Web Quiz 10: The Goal, Ch. 37 – 40
12	April 2	Lean Operations	Case Study 7: Manzana In-class Quiz 5
13	April 9	Final Exam	

Other Topics:

Policy about course outlines can be found in Section 23.4(2) of the University Calendar.

Recording is permitted only with the prior written consent of the professor or if recording is part of an approved accommodation plan.

Students who require accommodations in this course due to a disability affecting mobility, vision, hearing, learning, or mental or physical health are advised to discuss their needs with Specialized Support and Disability Services (SSDS), 2-800 Students' Union Building, 492-3381 (phone) or 492-7269 (TTY).

The University of Alberta is committed to the highest standards of academic integrity and honesty. Students are expected to be familiar with these standards regarding academic honesty and to uphold the policies of the University in this respect. Students are particularly urged to familiarize themselves with the provisions of the Code of Student Behavior (online at www.governance.ualberta.ca) and avoid any behavior which could potentially result in suspicions of cheating, plagiarism, misrepresentation of facts and/or participation in an offense. Academic dishonesty is a serious offense and can result in suspension or expulsion from the University.

All assignments (except for the group activities) are to be completed individually. However, I recognize the value of studying together and comparing notes when working on assignments. To help you judge what I consider acceptable and non-acceptable collaboration, consider the following: