



BUSN 361 - Operations Excellence

Form number	COURSE OUTLINE/ DOCUMENT	
QEC-ISOB-D1-CW 0.3		
COURSE INSTRUCTOR INFORMATION	Name	Muhammad Salman Bilal
	email ID	salmanbilal@fccollege.edu.pk

DEGREE INFORMATION	Program	Batch	Section(s)		Semester	SPRING
	BS Business	2024	A		Year	2023

COURSE INFORMATION	Course Category C- Core/ E-Elective		Code	Title		Credit hours
	E - Elective		BUSN 361	Operations Excellence		3
	Prerequisite(s)		BUSN 360	Project & Operations Management		3
	TA Required (Yes/ No)	No. of TA(s)	Brief Justification			
	No	N/A	None			

TEXTBOOK(s) INFORMATION	Title of Book		Redefining Operational Excellence: <i>New Strategies for Maximizing Performance and Profits across the Organization</i>	Edition
	Author(s)		Andrew Miller	
	Publisher		American Management Association	
		12		

Reference Book (s)	1.	Title of Book	Operations Management, 12 th Edition		
		Imprint details	Pearson Press, Heizer, Render		
	2.	Title of Book	Operations Management, 9 th Edition		
		Imprint details	McGraw Hill, William J Stevenson		
	3.	Title of Book	Total Quality of Management,		
		Imprint details	Pearson Press, Tapan K Bose		
	Support Material(s)	a.	ASQ® USA Journals		
		b.	PMI® USA News-letter & Journals		
		c.	Research Papers relevant to Trending Topics		
		d.	Excerpts from PMI USA Standards Business Analysis Body of Knowledge, 1 st Edition (2017-2024) Standard on Program Management, 4 th Edition (2017-2023) Project Management Body of Knowledge, 7 th Edition (2021-2024)		



Operations constituting 40% of the entire job market demands for over-lapping of diverse business domains including finance, accounts, marketing, sales, MIS, HR and Entrepreneurship for achieving Operations Excellence.

Course contents oversee macro hierarchy of Portfolio, Program, Project & Operations Management. International Cases to solve local problems are discussed for routine Operations & projectized Productivity initiative following Operations Excellence approach and culture. Approach is Business Score Card implementation through Portfolio Management, Business Analysis for Marketing & Operations interaction for building effective Business Cases, Business Process Re-engineering with the help of tools like QFD & FMEA, International Awards for Business Excellence & ISO 9000 & ISO 14000

Salient features of the course are as follows

- Introduce the fundamentals of Operations Excellence & inter-linkages with Marketing & Finance domains with the help of Business Score Card
- Understanding 'Business Analysis' for interaction of Operations' triggered Project Management with Marketing in form Business Case preparation
- Business development for excellence through Business Process Re-engineering (BPR)
- Applying FMEA & QFD in running Operations for achieving Operations' Excellence
- International Quality & Business Excellence related Awards & ISO 14000

Moreover, Excellence is not a skill, it's an attitude; demanding for deep rooted imprint of professionalism by equipping business students with contemporary knowledge of latest trends & challenges of Business through Academics (Books) and also learning the best practices established by IIBA® Canada & PMI® USA in consistent with local industrial norms by studying Case Studies & conducting Class Activities.



Course Objectives (CO): <i>(Brief & unambiguous) ... at least 5 COs</i> <i>a. tend to describe specific, discrete units of knowledge and skill</i> <i>b. can be accomplished within a short time frame - still may be relevant for a class period</i> <i>c. tend to be STATEMENTS OF INTENT; do not necessarily suggest that the behavior has been demonstrate</i>	
1.	Introducing fundamentals of Operations Excellence and extending concept of Operations Management
2.	Comprehending and comparing Portfolio Project Management, Program driven Value Delivery mechanisms through Innovative Collaborations
3.	Elaborating core components of Operations Excellence and redefining the way of measuring success
4.	Fostering Innovation through Innovation Equation for sustained Operations Excellence culture
5.	Extending Quality Management to incorporate specialized process improvement tools for Innovation through Business Analysis for their subsequent alignment with Strategic Enablers
6.	Comprehending specialized process improvement related management tools for Operations Excellence to super-impose generic product quality control tools
7.	Introducing International Professional Bodies in the field of Business Analysis (IIBA® Canada & PMI® USA) along-with understanding Role Delineation Surveys based requirements
8.	Elaborating Strategic Enablers by back-integrating with Management Paradigm, Innovation Equation and Collaborative utilization of process improvement management tools
9.	Comprehending key Strategic Enablers in thematic sequence to facilitate Operations Excellence
10.	Integrating Operations Excellence concepts to inculcate culture of Maximizing Value through Collaborative Process Improvement approach by coordinated efforts of Management Paradigm

Learning Outcome (LO): <i>(Brief & unambiguous-with reference to course objectives i.e. at least 5 LOs</i> <i>a. describe broad aspects of behavior which incorporate a wide range of knowledge and skill</i> <i>b. accomplished over time in several learning experiences</i> <i>c. refer to DEMONSTRATIONS OF PERFORMANCE</i>	
a.	Differentiating Operations Excellence from Productivity & Operations Management by developing real-life scenarios customized to local business conditions
b.	Interconnecting different facets of Management Paradigm including Portfolio, Program, Project, Operations, SCM, Business Analysis to envision Operations Excellence through new Projects
c.	Understanding core components by redefining Measures of Success in Value-driven Business World
d.	Insinuating preferred sequence of managing Innovation: Fostering, running Cycle of Innovation, running Diagnostics & accelerating adoption of innovation in aligned with CPEC trends
e.	Understanding implementation of Quality Function Deployment to support Operations Excellence by incorporating Lean approach following Voice of Customer for Operations Excellence
f.	Relating management tools (JUSE recommended) involving Affinity Diagram, Tree Analysis and Process Decision Program Charts (PDPC) to optimize processes for Operational Excellence
g.	Capability to refer International Professional Bodies in field of Business Analysis (IIBA® Canada & PMI® USA) along-with consulting their latest Standards and Body of Knowledge in consistent with Role Delineation Surveys for systematically using Operations Excellence related knowledge
h.	Inter-relating role of Strategic Enablers within Management Paradigm to better understand incorporation of academic concepts to the deployment of strategic enablers for Operations Excellence
i.	Competence to refer and comprehend the most appropriate Strategic Enabler (ISO 9000/14000, MBNQA, EQA, BSC) for the envisioned/simulated field-oriented Operations Excellence Scenario
j.	Deploying Strategic Enablers with Operations Excellence concepts for Maximizing Business Value by ensuring student convenience in professionally mind mapping their Operations Excellence related projects and confident cum comfortable dissemination of the acquired knowledge



Course-ware STRUCTURE: (Mark X where applies)

Lecture (Lect)	Multimedia (MM)	Simulation (Sim)	IT Labs (Lab)	Case (CASE)	Individual Assignment (Assign)	Group Presentation (G-Pres)	Any other Medium
X	X	X		X	X	X	Stylus/Pen & iPad

COURSE CONTENTS:

Weeks	Contents/Topics	Courseware Events	Comments
Week - 0	Course Trailer: Uploaded on Moodle LMS (Who, What & How are covered)	LMS Moodle	
Week - 1	Chapter 1: Introduction Need for New Definition: International Organizational Challenges, Latest Trends	MM, Case Study	
Week - 2	Chapter 2: Making Operations Excellence Happen Portfolio, Program, Project & Operations interaction: Innovation Equation	MM, Case Study, Interactive workshop	Assignment-1
Week - 3	Chapter 3: Core Component of Operations Excellence Phases, Types, Redefining the Way we Measure Success	MM, Case Study	Quiz-1
Week - 4	Chapter 4: Innovation Equation: Collaboration Fostering Innovation, Cycle, Culture & Managing Innovation	MM, Case Study based Workshop	Assignment-2
Week - 5	PART III: Tools, Techniques & Strategic Enablers Ch-13: Strategic Enablers (Balanced Score Card) Types of Strategic Enablers, CSF for BSC, Discussion on Interview with Creator of BSC	MM, Case Study, Focus Group based interactive Workshop	Quiz-2 Total Quality of Management, Tapan K Boss
Week - 6	Ch-13: Strategic Enablers (MBNQA) History, Configuration, Application, Guide to implement MBNQA	MM, Case Study based Interactive Workshop	Group Presentation
Week - 7	Ch-13: Strategic Enablers (EQA) History, Configuration, Application, Comparison with MBNQA	MM, Case Study, Facilitated Workshop	Quiz-3
Week - 8	Ch-13: Strategic Enablers (ISO 9000 & ISO 14000) History, Concept, Configuration, Deployment Strategy of ISO Standard, Examples	MM, Case Study	Group Presentation
Week - 9	Mid-Term Exam	Case Study/Scenario	Review of Mids & Sessional Activities
Week - 10	Integrating Strategic Enablers for Operations Excellence Object Oriented approach for integrating BA®, BSC, MBNQA®, ISO®, etc.	MM, Case Study, Flip-class	Critique
Week - 11	PART III: Tools, Techniques & Strategic Enablers Chapter 11 & 12: Seven QC Tools & QFD Basic Seven Quality Tools, Quality Function Deployment	MM, Case Study based Workbook	Total Quality of Management, Tapan K Boss Facilitated Workshop
Week - 12	Chapter 12: Management Tools & Techniques JUSE proposed Specialized New Seven Management Tools	MM, Case Study, Facilitated Workshop	Project-Presentation (Video)
Week - 13	BABOK® Chapter 2: Needs Assessment for Business Analysis (BA) Concept, Basics of RDS, Practitioner Approach for Business Analysis	MM, Case Study, Role Play	BABOK® PMI® USA 2.3: Identify Problem or Opportunity
Week - 14	BABOK® Chapter 2.4: Assess Current Capability of the Organization Defining Requirements, Tools & Techniques for Requirement Elicitation	MM, Case Study, Role Play	BABOK® PMI® USA Field-oriented activity
Week - 15	Report (Business Case)	MM, Case Study, Interactive workshop	Report Submission Viva



Recommended Web links:
www.aprisonline.org
www.opexsociety.org
www.pmi.org
www.asq.org
www.iiba.com

Grading Criteria	
ABSOLUTE Grading: NO	RELATIVE Grading: YES

Marks Distribution:

Particulars	% Weightage Marks
1. Class Participation Activities / Forman Values	10
2. Quizzes / Case Studies	15
3. Mid – Term Exam	25
4. Assignments / Workbooks	10
5. Project Presentation (Video)	15
6. Final – Term Exam & Report Submission	25
Total: -	100

Qualifying Attendance:	<p>You must attend every class for your own personal benefit.</p> <p>Please refer to university policy of minimum attendance requirement (i.e., 6 absentees for 90 minutes class duration and 9 absentees for 50 minutes class duration)</p> <p>Failing to conform qualifying attendance threshold, the student will stand debarred from sitting in the examination and assigned with “F” Grade.</p>
Academic and Moral Integrity:	<p>All assignments should be your own work (or your group’s when approved).</p> <p>Zero Tolerance for plagiarism and will be reported as per university policy for academic and moral misconduct.</p>
Special Instructions (Specific to the subject being taught)	<p>Course Slides are covering the Course Objectives whereas the similar numbered Workbooks carry the associated Learning Outcomes.</p> <p>Printouts of the provided reading material, especially the meticulously prepared and well-formatted slides, is highly recommended for better notes taking. Students are encouraged to start solving the Workbooks (for achieving Learning Outcomes) while studying the course slides and other reading material during the classes. In-time submissions are encouraged and acknowledged by awarding bonus points and late submissions of-course can-not qualify for such bonus points. Students are encouraged to inter-weave knowledge learnt from other courses within course contents of this subject for effective value delivery. Scenario-based assignments and workbooks eventually enable the students to become comfortable with real life challenging situations and add confidence to them to qualify for better job opportunities and entrepreneurial initiatives.</p> <p>Lean and agile approach towards creativity with special focus on Ethics & Professionalism.</p>