



ORIGINAL COURSE IMPLEMENTATION DATE:

January 2022

REVISED COURSE IMPLEMENTATION DATE:

COURSE TO BE REVIEWED (six years after UEC approval):

December 2026

Course outline form version: 05/18/2018

## OFFICIAL UNDERGRADUATE COURSE OUTLINE FORM

Note: The University reserves the right to amend course outlines as needed without notice.

<b>Course Code and Number:</b> MGMT 440		<b>Number of Credits:</b> 3 <a href="#">Course credit policy (105)</a>															
<b>Course Full Title:</b> Business and Operational Excellence <b>Course Short Title:</b> Business and Ops Excellence <i>(Transcripts only display 30 characters. Departments may recommend a short title if one is needed. If left blank, one will be assigned.)</i>																	
<b>Faculty:</b> Faculty of Professional Studies		<b>Department (or program if no department):</b> School of Business															
<b>Calendar Description:</b> Operational performance is an important goal in both private and public sector organizations. This course examines the key components of effective business excellence strategies. It also explores the strengths and weaknesses of these strategies based on the context of their use.																	
<b>Prerequisites (or NONE):</b>		Admission to the Bachelor of Integrated Studies Applied Management concentration, MGMT 320, MGMT 340, and MGMT 350.															
<b>Corequisites (if applicable, or NONE):</b>		None															
<b>Pre/corequisites (if applicable, or NONE):</b>		None															
<b>Antirequisite Courses</b> <i>(Cannot be taken for additional credit.)</i> Former course code/number: Cross-listed with: Dual-listed with: Equivalent course(s): <i>(If offered in the previous five years, antirequisite course(s) will be included in the calendar description as a note that students with credit for the antirequisite course(s) cannot take this course for further credit.)</i>		<b>Special Topics</b> <i>(Double-click on boxes to select.)</i> This course is offered with different topics: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <i>(If yes, topic will be recorded when offered.)</i>															
		<b>Independent Study</b> If offered as an Independent Study course, this course may be repeated for further credit: <i>(If yes, topic will be recorded.)</i> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, repeat(s) <input type="checkbox"/> Yes, no limit															
<b>Typical Structure of Instructional Hours</b>		<b>Transfer Credit</b> Transfer credit already exists: <i>(See <a href="#">bctransferguide.ca</a>.)</i> <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Submit outline for (re)articulation: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <i>(If yes, fill in transfer credit form.)</i>															
<table border="1"> <tr><td>Lecture/seminar hours</td><td></td></tr> <tr><td>Tutorials/workshops</td><td></td></tr> <tr><td>Supervised laboratory hours</td><td></td></tr> <tr><td>Experiential (field experience, practicum, internship, etc.)</td><td></td></tr> <tr><td>Supervised online activities</td><td>45</td></tr> <tr><td>Other contact hours:</td><td></td></tr> <tr><td><b>Total hours</b></td><td><b>45</b></td></tr> </table>		Lecture/seminar hours		Tutorials/workshops		Supervised laboratory hours		Experiential (field experience, practicum, internship, etc.)		Supervised online activities	45	Other contact hours:		<b>Total hours</b>	<b>45</b>	<b>Grading System</b> <input checked="" type="checkbox"/> Letter Grades <input type="checkbox"/> Credit/No Credit	
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Labs to be scheduled independent of lecture hours: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes		<b>Maximum enrolment (for information only):</b> 25 <b>Expected Frequency of Course Offerings:</b> Annually															
<b>Department / Program Head or Director:</b> Dr. Carl Janzen		<b>Date approved:</b> May 26, 2020															
<b>Faculty Council approval</b>		<b>Date approved:</b> June 5, 2020															
<b>Dean/Associate VP:</b> Dr. Tracy Ryder Glass		<b>Date approved:</b> June 5, 2020															
<b>Campus-Wide Consultation (CWC)</b>		<b>Date of posting:</b> December 18, 2020															
<b>Undergraduate Education Committee (UEC) approval</b>		<b>Date of meeting:</b> December 18, 2020															

**Learning Outcomes:**

Upon successful completion of this course, students will be able to:

- LO 1. Articulate the essential characteristics of business and operational excellence from several different perspectives.
- LO 2. Identify which type of improvement model will most effectively achieve specific, improved performance metrics in an entity.
- LO 3. Conduct in depth analysis of alternate methods and models to achieve operational and business excellence, including a recommendation of the most appropriate model for an entity's circumstances.
- LO 4. Articulate the critical benefits and steps necessary to ensure an effective continuous improvement (Kaizen) based and strategic cost management approach that can deliver efficiencies for the entity and contribute to operational excellence.
- LO 5. Articulate the critical benefits that an efficient logistics system can bring to an entity.
- LO 6. Recommend how lean management principles would benefit an organization.
- LO 7. Explain how benchmarking can assist an entity to understand its relative performance in relation to its competitors and other comparable entities.
- LO 8. Analyze the effect of project management practices in contributing to organizational effectiveness.
- LO 9. Conduct an applied management project using techniques of business and operational excellence.

**Prior Learning Assessment and Recognition (PLAR)**

Yes  No, PLAR cannot be awarded for this course because it emphasizes collaborative and/or experiential learning and must therefore be completed with the Applied Management concentration community of learners.

**Typical Instructional Methods** (*Guest lecturers, presentations, online instruction, field trips, etc.; may vary at department's discretion.*)

Presentations, case and class/online discussions, and student team presentations.

**NOTE: The following sections may vary by instructor. Please see course syllabus available from the instructor.**

**Typical Text(s) and Resource Materials** (*If more space is required, download Supplemental Texts and Resource Materials form.*)

Author (surname, initials)	Title (article, book, journal, etc.)	Current ed.	Publisher	Year
1. Goescth and Davis	Quality Management for Organizational Excellence	<input checked="" type="checkbox"/>	Pearson	
2.		<input type="checkbox"/>		

**Required Additional Supplies and Materials** (*Software, hardware, tools, specialized clothing, etc.*)

N/A

**Typical Evaluation Methods and Weighting**

Final exam:	-	Assignments:	50%	Field experience:	-	Portfolio:	-
Midterm exam:	-	Project:	25%	Practicum:	-	Contributions to online discussions:	10%
Quizzes/tests:	15%	Lab work:	-	Shop work:	-	Total:	100%

**Details (if necessary):**

**Typical Course Content and Topics**

Module One: Business excellence: How and why

- Operational excellence – operations, customers, financial, level of defects and resources used
- Kaizen and continuous improvement
- Quizzes and tests (LO 1, 2)
- Case writing / presentation assignment (LO 1, 2)

Module Two: Business improvement: Internal

- Models of change
- Lean logistics / manufacturing
- Contrast and compare the specific cost benefits that lean logistics and lean manufacturing bring to an entity
- Quizzes and tests (LO 3–6)
- Case writing / presentation assignment (LO 3–6)

Module Three: Business improvement: External

- Benchmarking
- Project management and managing excellence
- Quizzes and tests (LO 7, 8)
- Case writing / presentation assignment (LO 7, 8)

Project (LO 1–9)