6K:100

Operations Management

Spring 2013

<u>**Instructor:**</u> Professor Simone Bigolin

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Office Hours: 14-15 Thursday or by appointment

<u>**Course Description:**</u> This course addresses the operations of organizations from a strategic and operational perspective. It introduces some of the most widely used models in management science.

It addresses topics such as operations strategy, process selection, supply chain management, operations planning and scheduling, quality management.

<u>**Course Prerequisites**</u>: Students should be able to use Excel and Word.

<u>**Course Highlights and Objectives**</u>: In today's competitive environment, many organizations have been restructuring in response to global competition and the realization that maintaining customer loyalty is dependent upon operational excellence. Operations Management (OM) is about doing just that: designing internal processes and continually improving them once they are in place. OM deals with the management of the resources required to provide the services and goods produced by an organization. These resources include: people, materials, equipment, facilities and knowledge. The operations function is central to any enterprise. OM is primarily concerned with the efficient and effective use of the resources of organizations, in recognition of the strategic importance of operational excellence as a major souce of competitive strength.

Learning objectives.

On successful completion of this course, you should be able to:

- Demonstrate an understanding of the strategic importance of operations management and its purpose in contemporary global business environments.

- Discuss how operations management relates to the other functions, such as marketing, financial analysis and human resource management.

- Explain the need for operations management systems: inputs, processes and outputs of a variety of businesses.

- Develop the knowledge and critical thinking skills necessary to use the concepts and strategies in order to recognize, formulate, analyze, design and manage operations and create value.

- Describe and implement the methods and tools needed to model and analyze operations issues.

Textbook and Course Packet

- **Operations Management** by Jay Heizer and Barry Render, 8th or 9th Edition, Prentice Hall.

- **Course Packet:** Lecture slides. Its purpose is to guide students in the lecture and facilitate taking notes. Most slides in the packet merely highlight the topics. You have to take notes in class and read the book to obtain the details. Always come to the lecture with your course packet.

Class Policies

- **Attendance Policy:**

  Attendance at all classes and CIMBA sanctioned activities is MANDATORY. All unexcused absences will have the following consequences:

  a. 1st absence will result in a loss of a 1/3 of a letter grade in that class

  b. 2nd (cumulative) absence will result in a loss of an entire letter grade in that class

  c. 3rd (cumulative) absence will result in a dismissal from the program

  Absences due to illness require a note from the CIMBA Undergraduate Office Staff and/or the Istituto Filippin medical staff. If a student is sick and cannot attend class, he/she must inform the CIMBA Staff immediately. Failure to do so will result in an unexcused absence.

  Saturday Classes

  Due to the extensive amount of travel time incorporated into the CIMBA Undergraduate program, we will have to have a few Saturday classes to ensure that we have the appropriate amount of class sessions (per UI regulations). These Saturdays have NOT been confirmed yet, however they will be by the end of the first week of classes. Note that these Saturday classes will NOT be during any of the CIMBA scheduled travel breaks.

- **Accomodating disabilities or special needs:**

  PLEASE NOTE: If you have a disability that may require some modification of seating, testing, or any other class requirement, please let me know as soon as possible so that appropriate arrangements can be made. Similarly if you have any emergency medical information about which I should know, or if you need special arrangements in the event the building must be evacuated, please let me know. Please see me after class hours or during my scheduled office hours or schedule an appointment.

- **Academic Misconduct:**

  It is my sincere hope that no student in this class does work which is not his or her own or submits work which is not his or her own. However, it seems prudent to clarify in advance the policy on cheating. If I determine that the assignment was not written solely by the student whose name appears on the project, the student will receive a zero (0) for the project and may

receive and "F" for the class. If a student is determined to have cheated on an exam, the student will receive a score of "0" for the exam.

All incidents of cheating will be reported to the Associate Dean of the Tippie College of Business and the student may be placed on disciplinary probation for the remainder of his or her undergraduate work at the University of Iowa.

In general, the decision of the Professor may be appealed to the College of Business' Judicial Board, Associate Dean for the Undergraduate Program in accordance with University Policy. The Honor Code for the Tippie College of Business will determine the appropriate appeal process. The Honor Code may be found at *http://www.biz.uiowa.edu/upo/advising/honorcode.html*

- **Sexual Harassment.**

  The Tippie College of Business and the University of Iowa are committed to providing students with an environment free from sexual harassment. If you feel that you are being or have been harassed or you are not sure what constitutes sexual harassment, we encourage you to visit the University website, http://www.sexualharassment.uiowa.edu/index.php, and to seek assistance from department chairs, the Dean's Office, the University Ombuds Office, or the Office of Equal Opportunity and Diversity.

- **Course Evaluation:**
  You will be given an opportunity to evaluate the lecture and discussion class during the semester. This will help me determine topics that are giving students difficulty and continuously improve the course.

- **Grading:**

Minimum Points Needed for Each Grade* (1000 points maximum possible):

Excellent	A	931 – 1000
	A minus	901 – 930
Good	B plus	871 – 900
	B	831 – 870
	B minus	801 – 830
Satisfacotry	C plus	771 – 800
	C	731 – 770
	C minus	701 – 730
Passing	D	601 - 700
Failing	F	Below 600

*plus or minus grading will be used in the final course grade.

Points Allocation:

1st Exam	300 points
2nd Exam	300 points
Class **Active** Participation	60 points
3 Quizzes (in class)	180 points (60 points per Quiz)
Business simulation report	100 points
Business simulation final result	60 points available and allocated with the rule provided in class by the instructor

- **Exams:**

  The exams are closed book and closed notes. Formula sheets and needed tables will be provided when necessary. Bring your calculator and pencils to the exam. ***The dates for the midterm and final exams will be announced in class and are indicated in the course outline. You are required to make the necessary arrangements to take the exams on the specified times and dates.***

- **Rectifying Scores:**

  After you get your quiz or assignment or exam report back, *you have a week to complain to your Professor about your score.* Beyond this period, we will not entertain any complaints.

Please submit your regrade request in writing attached to the assignment/quiz/exam. The Professor reserves the right to re-grade the entire document.

- **<u>Grievance Policy</u>**

  Student concerns regarding this course should first be discussed with me. If we can't resolve the complaint, you may contact the Academic Director CRISTINA TURCHET at his office here in Paderno or by e-mail (turchet@cimba.it).

- **Expectations**

  Please pay a professional courtesy to the instructor and your classmates by turning off all cell phones and pagers during class.

Course Outline – SPRING 2013

For students who received the **Edition 9th** of the textbook.

Day (indicative)	Lecture		Reading assignments (__before attending the class__) and reminders
	Topic	**Chapter**	
01 – 02 – 03	Syllabus presentation Introduction to Operations Management Operations and Productivity	01	
		02	For chapter 2: read only the par. "Ten strategic OM decisions"
	Process Strategy Design of goods and services	07 05	Article: "Who manages manufacturing?" (in the course pack) For chapter 5: read from pag. 155 to pag. 166
04 – 05	Capacity Planning	Supplement 07	
06	Forecasting	04	Global Company Profile: Disney World (in Chapter 4, pag.104-105)
07	Supply Chain Management	11	Article: "Supply chain management" (the article is in the course pack)
08	Inventory Management	12	Global Company Profile "Amazon.com" (in Chapter 12, pag. 482-483)
09	Littlefield Labs – business simulation Midterm Exam Review		**1. Littlefield Labs: Overview** **2. Managing Customer Responsiveness at Littlefield Labs** (*both are in the course pack*) Register your Team Account Name and Password **within the date communicated in class by the professor**
10	**Midterm Exam**		

Date	Lecture		Reading assignment (before attending the class)
	Topic	Chapter	
11	Managing Quality	06	Global Company Profile "Arnold Palmer Hospital" (in Chapter 6, pag. 192-193)
12	Statistical Process Control	Supplement 06	
13 – 14 – 15	Process Improvement Just in time and Lean Production Systems Lean and Six Sigma **Littlefield Labs discussion**	16	See slides in the course pack too Article "Step by step guide to Value Stream Mapping"
16	Aggregate Planning	13	Global Company Profile: "Anheuser – Busch" (in Chapter 13, pag. 526-527)
17	MRP and ERP	14	Global Company Profile "Wheeled Coach" (in Chapter 14, pag. 560-561) Article: "The Pittfalls of Planning" (in the course pack)
18	Maintenance and TPM	17	Article – Case study "Productive maintenance" (in the course pack)
19	Project Management	03	
20	Final Exam Review		
April 2013	***FINAL EXAM***		The exact date of the final exam will be announced in advance.

NOTE: in this course pack all indicated READING ASSIGNMENTS are related to the edition 8th of the textbook "Operations Management" (by Heizer and Render)

Please be aware that edition 8th and edition 9th of the textbook present minimum differences which are not going to affect your learning experience in this course.