MBA 5180  Operations Management  Winter 2015

Instructor:  Al Ansari, Ph.D., CPIM  
Class Time:  6:00-8:40  
Office hours:  before class & by appointment  
Office:  Pigott 411  
Phone:  206 296 5718  
E-mail:  aansari@seattleu.edu

Course Materials  
3. The link to purchase the Case –  https://cb.hbsp.harvard.edu/cbmp/access/32136899  
4. Course syllabus, slides, projects, etc. will be posted on  https://seattleu.instructure.com/

The use of laptops, notebooks or PDAs in class is not allowed. Such use has been found to be distracting to students and instructors alike and ultimately detrimental to the learning environment. A violation of this policy may result in appropriate grade sanctions as determined by the course instructor.

TURN OFF all Cell Phones/Pagers in class.

COURSE DESCRIPTION  
Modern communications and global markets allow consumers to purchase products and services from virtually anywhere in the world. Invariably, they will select the providers that best meet their needs for quality, cost, and service. Following the example of Japanese manufacturers, companies have realized that well-run operations are the key to a sustainable competitive advantage in many industries. This in turn, has led to tremendous advances in the theory and practice of operations management over the past three decades.

Well designed and managed operations influence product cost, quality, time to market, flexibility, customer service, profitability, employee satisfaction, and many other critical aspects of managing a business. This course will introduce you to the applications and tools used by today’s best companies to manage their operations. Topics include ensuring that a quality product or service is produced, analyzing processes for effectiveness, managing supply chain for flow of materials and resources, determining inventory and service levels, projecting capacity requirements, and managing complex projects.

This course has two primary objectives. The first is to convey knowledge of the important applications and tools that are commonly used in managing operations. The second objective is to build your problem solving skills; both individual and as part of a team. To satisfy these objectives the course will include a mix of lecture, case, hands-on projects, homework problems, and exam.

The concepts covered in the course are important for all future business people, not just those that directly manage operations. The material covered in the course is equally relevant to all types of manufacturing and service organizations, including non-profit organizations and government agencies.

Given the broad nature of operations management and that all organizations offer a product or service (and therefore have “operations”), there are many opportunities to highlight the manner in which operations management interfaces with other company disciplines. During this course, we will see examples of integration between operations and the other courses in the core--finance, marketing/sales, and management. In addition, we will explore ways in which the functions of accounting and engineering affect the operations system.
COURSE REQUIREMENTS
The quality of this course is largely a function of the involvement of you, the student/customer (as is the case in many service encounters!). To that end, the responsibility for learning is YOURS—keeping current with the reading and participating in class discussions are critical to a successful course.

1. Exam 50 points
There will be one final exam worth 50 points and comprised of multiple-choice questions, problems, and short essay questions.

2. Plant Tour Presentation 50 points
The purpose of the plant tour is to merge theory with actual practice by exposing students to the operations of an actual firm. Students will be placed into teams of 3 (or students will form their own teams in consultation with the instructor) and each team will arrange to tour a local manufacturing or service (excluding restaurant, IT) company. Each team will analyze the practices and strategy the firm employs within the operations function. These practices can include the plant layout, the use of quality tools, inventory, purchasing, supply chain, scheduling, safety, etc. Teams should focus on a limited (three to four) set of elements/topics such as how inventory is managed or how orders are conveyed from sales to the planning system to the floor. This will allow the teams to understand more fully the process(es) in question.

Each team member has to go to the plant and participate delivering his/her findings in-class presentations. At the end of the quarter, each team will give a 20-minute presentation to the class, summarizing their findings from their visit. Presentations should focus on observations of how the company applies the concepts discussed in class to support their business strategy. Students who fail to tour the plant or participate in final presentation, for whatever the reason, will receive no points.

Each team must select its own (you cannot use your company) firm to visit [instructor approval is required]. A form is posted on my office door for each team to write the name of the company chosen. Please notify the instructor of your team’s choice. Please keep in mind that, in addition to the larger local companies, there are numerous smaller firms that can be toured. However, companies with less than 20 employees should be avoided.

Finally, please recognize that your role is NOT to prepare a marketing presentation of the merits of the firm you visit. Instead, your role is one of an analyst of the operations organization. E-mail a copy of your slides to the instructor at aansari@seattleu.edu by 4:00 pm on the day of your presentation.

3. Operations Management Best Practices Presentations (OMBPP) 30 points
These are Twenty-minute student presentations describing how operations concepts are applied in practice. This means that you should NOT be defining terms/concepts, describing formula, or providing historical background on the topic of your presentation. Teams (same members as in the plant tour) will be assigned a presentation time and a general theme corresponding to the course material. Therefore, you should avoid presenting topics that are information technology base. The teams have wide latitude in how they address the theme. Presentation may describe the situation within a specific company, national trends, related ideas and theories, a book on the topic, etc. For instance, if the presentation theme were inventory management the possible topics would include inventory management system of a local company, Wal-Mart’s inventory management system, trends in inventory management, supply
chain management, a summary of a recent book on inventory management, etc. The primary criteria are that the topic is related to and supports the course material and interesting to the audience. Source materials may be from the recent literature, newspapers and magazines, books, and interviews. 

**Email a copy of your slides to the instructor by 4 pm on the day of presentation**

4. **Case 20 points**

Two cases will be used to illustrate operations management issues and to provide a basis for class discussion and analysis. Written case is not to exceed three pages double-spaced typed, not including supporting exhibits, charts and graphs (NO outline format). Since the report is short, I recommend that you address the assigned questions directly. It is not necessary to overview the facts presented in the case except to support an argument. As such, place more emphasis on the problems identification and solutions implementation.

**Case report is due the evening the case is to be discussed. You must be present in order to receive credit for your report.** The link to purchase the case: https://cb.hbsp.harvard.edu/cbmp/access/32136899

**Case 1 -- ForeFront Manufacturing: Production Process and Change Management in Mainland China.**

**Assignment:**

1. What is your assessment of the operations processes at ForeFront manufacturing?
2. As Li, what changes would you propose to Andrew Chan to implement: 1) immediately, 2) in the five months before the move to the new plant, and 3) after ForeFront moves to the new plant?

**Case 2 -- Strategic Performance Measurement of Suppliers at HTC**

**Assignment:**

1. What should be done with suppliers receiving B grade? Should they be dropped or should HTC work with them to improve their grades?
2. For each supplier, should orders be increased or decreased?
3. What other considerations may affect future allocations of orders with the five suppliers?

5. **Application Projects 20 points**

There will be a number of short application projects that you are required to start in class and submit your final report to the instructor no later than the date specified in the course outline. You will receive no points for missed projects with or without legitimate reasons.

6. **Goal Report 20 points**

Each student will submit a short analysis of *The Goal*. The analysis should center on what “the goal” is and, more important, how the concepts might be applied in your firm, division, department, or group. You are encouraged to identify how Goldratt’s measures (T, OE, and I) would apply to the scenario you select. Furthermore, you need to discuss the five steps of the Theory of Constraints. The write-up should be NO more than three doubled-spaced pages.

7. **Participation/Attendance 10 points**

A significant portion of the material for the course will be covered during class time. The topics discussed in class are the main themes in this course. Hence, participation is essential to the success of this class. Students are expected to have read class material and text, prior to class and be an “active listener.” It should be mentioned that participation does not translate into volume!
GRADING
Grades will be assigned based on a “curve” with a mean grade around a “B+.” Course requirements are assigned the following weights:

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam</td>
<td>50</td>
</tr>
<tr>
<td>Plant Tour</td>
<td>50</td>
</tr>
<tr>
<td>OMBPP</td>
<td>30</td>
</tr>
<tr>
<td>Cases</td>
<td>20</td>
</tr>
<tr>
<td>Participation</td>
<td>10</td>
</tr>
<tr>
<td>Goal Report</td>
<td>20</td>
</tr>
<tr>
<td>Application Projects</td>
<td>20</td>
</tr>
</tbody>
</table>

PEER EVALUATION
Please use this form to rate the contribution of your project team members. This rating will be used to adjust the grades received by individual team members on the project.

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Rating%</th>
</tr>
</thead>
<tbody>
<tr>
<td>You</td>
<td>10 ... 30 ... 50 60 70 80 90 100</td>
</tr>
<tr>
<td>____</td>
<td>10 ... 30 ... 50 60 70 80 90 100</td>
</tr>
<tr>
<td>____</td>
<td>10 ... 30 ... 50 60 70 80 90 100</td>
</tr>
<tr>
<td>____</td>
<td>10 ... 30 ... 50 60 70 80 90 100</td>
</tr>
</tbody>
</table>

PLANT TOUR EVALUATION CRITERION
Coverage of key concepts
- Company overview/ operations strategy 5 points
- Process and layout 5 points
- Quality management 5 points
- Inventory management 5
- Supply chain management
  (Purchasing, suppliers, logistics) 10

**Quality of Presentation** 10
- Did the presenters converse with the audience or read directly from the slides?
- Did the presenters speak clearly and make eye contact with the audience?
- Did the presenters respond effectively to questions posed by the audience?

**Organization** 5
- Logical flow of presentation
- Balance presentation, i.e.,
  topics covered equally

**Professionalism** 5
- Quality of slides
- Were the slides readable?

**Total points** 50

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics/Practice Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Introduction to OM -- Ch. 1</strong></td>
</tr>
<tr>
<td></td>
<td>Operations Strategy and Global Competitiveness</td>
</tr>
<tr>
<td></td>
<td>What is Operations Management (OM)?</td>
</tr>
<tr>
<td></td>
<td>The Productivity Challenge</td>
</tr>
<tr>
<td></td>
<td>A global view of Operations</td>
</tr>
<tr>
<td></td>
<td>Achieving competitive advantage through Operations</td>
</tr>
<tr>
<td></td>
<td>Operations Strategy at Toyota and Wal-Mart</td>
</tr>
<tr>
<td>2</td>
<td><strong>Process Planning and Design -- Ch. 2</strong></td>
</tr>
<tr>
<td></td>
<td>Process strategy</td>
</tr>
<tr>
<td></td>
<td><em>Mass customization</em></td>
</tr>
<tr>
<td></td>
<td><strong>Layout Strategy</strong></td>
</tr>
<tr>
<td></td>
<td>Types of process strategy</td>
</tr>
<tr>
<td></td>
<td>Types of layout</td>
</tr>
<tr>
<td></td>
<td>Line balancing</td>
</tr>
<tr>
<td></td>
<td>In-class Application Project: Line Balancing (Source Canvas)</td>
</tr>
<tr>
<td>3</td>
<td><strong>DUE: CASE 1</strong> -- ForeFront Manufacturing: Production Process and Change Management in Mainland China.</td>
</tr>
<tr>
<td></td>
<td><strong>Controlling Processes -- Ch. 3</strong></td>
</tr>
<tr>
<td></td>
<td>Strategic importance of quality</td>
</tr>
<tr>
<td></td>
<td>Total quality management</td>
</tr>
<tr>
<td></td>
<td>Statistical process control</td>
</tr>
</tbody>
</table>
Process Improvement: Minimizing Variation through Six Sigma - Ch. 4
Six Sigma and DMAIC Improvement Process
In-class Application Project: Six-Sigma (source: Canvas)

OMBPP -- Topic: Quality Management

OMBPP -- Topic: Six Sigma Application

Managing Process Improvement Projects Ch. -- 6
Planning, scheduling, & controlling project
In-class Application project: Managing Project (source: Canvas)

OMBPP -- Topic: Project Management

Process Improvement: Reducing Waste through Lean Ch. 5
Just in Time (JIT)
Lean & Six Sigma
JIT implementation

OMBPP -- Topic: JIT/Lean

OMBPP – Topic: OPEN

Supply Chain Management -- Ch. -- 7
Supply chain strategy
Outsourcing Strategy
Purchasing strategy
Global Sourcing
Logistics practices-3rd Party Logistics

OMBPP -- Topic: Supplier Management/Purchasing Strategy

DUE: CASE 2 – Strategic Performance Measurement of Suppliers at HTC.
Class discussions on the Goal
DUE: Goal written report
In-class Application Project: Theory of Constraints (TOC)
Inventory Management
Sustainability

OMBPP -- Topic: Sustainability

Plant tour presentation
Email a copy of your slides to the instructor by no later than 4 pm on the day of your presentation

Final Exam