OFFICE HOURS & EMAIL:
My official office hours are Tuesdays 1 – 2 PM and Thursdays 9 – 10 AM. I am also in my office in the Loop many other times and encourage you to stop by or make an appointment. Please feel free to come to my office for any reason, as I consider the more personalized interaction outside of class to be an extremely useful learning tool and enjoy talking with students on an informal basis. In addition, you may send any questions or comments that you have using Email and I will respond to them as quickly as possible. The web page listed above contains useful information regarding this course, as well as others that I also teach.

COURSE DESCRIPTION:
Over the past two decades many firms have learned the painful lesson that neglect of the operations function can be extremely hazardous to the health of the organization. Other firms (Federal Express and Dell Computer are two excellent examples) that have been described as “world class” have demonstrated that operations management can be an effective competitive weapon and, in conjunction with well-conceived marketing and financial plans, these firms have made major penetrations into markets worldwide. This course is designed to address the key operations and logistical issues in service and manufacturing organizations that have strategic as well as tactical implications. Specific objectives include:

- Understanding the role of operations management in the overall business strategy of the firm.
- Understanding the interdependence of the operating system with other key functional areas of the firm.
- Identifying and evaluating key factors and the interdependence of these factors in the design of effective operating systems.
- Identifying and evaluating a range of tools appropriate for the analysis of operating systems of the firm.
MATERIALS:


Supplementary Packet, passed out on the first day of class.

EVALUATION: Your course grade will be determined according to the following breakdown:

- Midterm: 20%
- Final Exam: 25%
- Case Write-up: 15%
- Pyramid lake Excel: 5%
- OM Current Practices Paper: 15%
- Class Participation: 20%

As a general policy, no make-up work or exams will be granted unless required for severe medical reasons, in which case a note from a physician is required. Class attendance, while not strictly counted, is expected. Since many DePaul University students are working part-time in addition to their class load, there likely will be conflicts between the class schedule and work/family obligations. I understand that this happens and am quite willing to work with you to resolve problems when conflicts do arise. However, it is important to note that class attendance is expected. Therefore, missing more than four classes will result in a failing grade for the class.

An important part of the course is the effectiveness of your individual participation in daily class discussions, and particularly in the case discussions. While a minimum level of participation is expected of every class member, primary emphasis is placed on the quality of classroom contributions. In grading class participation, little emphasis will be placed on redundant or extraneous contributions. Rather, emphasis will be placed on contributions which add new insights to the discussion or which build on the comments of others.

One case write-up is required of each student. A sign-up sheet will be distributed for students to choose which case he/she will hand in. Write-ups should be NO MORE THAN TWO pages in length (Typed, Double-spaced) and are due at the beginning of class on the day of the case discussion. Late case write-ups will be penalized 50%. Case write-ups should consist of a brief executive summary describing the case and the problems (difficulties) included in the case, an analysis of various alternatives and solutions to the problem and a recommended course of action. The case assignment questions included in the course packet are intended as a guide to the issues which should be addressed in each case.

NOTE: Although each student is only required to hand in a single case write-up, it is highly recommended that you read each case before class on the day it is due. The cases are used to illustrate principles learned in class, and are therefore a very beneficial aid to learning and serve as a good guide to material that will be on the test.

HOMEWORK:

Homework is assigned, but is neither collected nor graded. The problems provide excellent practice for the technique-oriented material that will be on the examinations. It is unlikely that you will do well on the exams without practicing techniques by working out homework problems. Solutions to the homework problems are in the supplementary packet passed out in class.
EXAMINATIONS:
There will be two closed book, closed note examinations. They will consist of a blend of conceptual questions, problem solving, and essays. The conceptual material will be covered in lectures as well as in the textbook. Some material will be covered only in class. Each student must bring his/her own calculator. All work on the exams must be that of the individual student. Formula sheets will be provided on the exam booklet so that students will not have to memorize formulas. NO MAKE-UP-LATE OR EARLY EXAMS WILL BE GIVEN, except in the case of a medical emergency. Business-related absences are not excused.

HYPERNEWS DISCUSSION GROUP

Can be accessed at: http://forums.depaul.edu/HyperNews/get/w00/mgt-301.html
NOTE: The site address IS case sensitive (i.e. use Capitals and lower-case as shown)
OR through the course web page at http://www.depaul.edu/~kboyer/

Several times during the course of the class, I will ask you to develop one question, example or comment about the topic covered in class that day. The question can be one directly related to something covered in class, such as a point on which you would like greater clarification. OR, the question can relate to something beyond the scope of class, such as how the given technique is used by specific companies. These questions/comments/examples will then be posted to the Hypernews page listed above.

This discussion group provides a forum for exchanging ideas regarding topics covered in class, and/or additional questions or comments relating to operations management. The site works like a bulletin board on the internet. You can go to the site and post a comment or question by using the appropriate buttons (add, submit, delete, etc.). You can also read and respond to existing notes that are posted at the site. These notes are organized according to appropriate topic areas. You should join the group by clicking on the MEMBERS button. The site is fairly self-explanatory, but if you have questions, please call or email and I will do my best to answer them.

POWERPOINT FILES
Copies of the powerpoint files used for presentation in class can be obtained at the following internet address. The files are listed in order of use in class. You may either download the entire file to a disk or print out hard copies of the slides in each file. If you choose to print copies of the slides, please use the option that allows 3 slides to a page – to save paper and printing. Note, you must go directly to this website – it is not linked to my webpage because this information is only for students in this particular class and not for widespread distribution.

http://www.depaul.edu/~kboyer/pp502.html

OM CURRENT PRACTICES PAPER
Each student is responsible for a 2 to 3 page (MAXIMUM), typed double-spaced report discussing a significant problem faced by an organization recently and described in the popular press/business publications, or from the student’s own experience A sign-up list for the paper will be passed around the second day of class and students will be asked to choose a date on which they will turn in their paper. Papers will be collected each of the following five dates (February 10, February 17, February 24, March 2 and March 9). In addition, each student should hand in a brief (1 - 4 sentences) synopsis of the paper on the day of Exam 1 (February 8).
The report should answer, and students should be prepared to discuss in class, the following questions:

- What is the problem or issue facing the organization?
- Why is the problem managerially significant?
- What role does operations management play in this problem?

If the problem/issue comes from a news article/business publication, please provide a complete citation. If it comes from personal experience, provide a description of the organization on a separate piece of paper.

**A Note on Plagiarism:**
DePaul University has issued guidelines regarding student work in the student handbook: “Plagiarism is a major form of academic dishonesty involving the presentation of the work of another as one’s own”. Students should be familiar with this policy and the consequences of its violation.

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**Schedule**

**January 4**  
Introduction & Overview  
- Au Bon Pain (Video)  
- TEXT Chpts. 1 & 2

**January 6**  
Operations Strategy

**January 11**  
Operations Strategy (Cont.)

**January 13**  
Total Quality Management  
- TEXT Chapters 9 & 11

**January 18**  
Statistical Process Control  
- TEXT Chapter 10  
- Problems = (3, 4, 6, 7 & 8)

**January 20**  
Statistical Process Control II

**January 25**  
Statistical Process Control III  
- Southtown Medical Center (CASE)

**January 27**  
Process Management  
- TEXT – Chapter 4 (only pgs.195-208),  
- King Sooper’s Bakery (Video)
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Details</th>
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<tbody>
<tr>
<td>February 1</td>
<td>Process Management II</td>
<td>• Post Office (CASE)</td>
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<tr>
<td>February 3</td>
<td>Process Management III</td>
<td>• Airplane Exercise</td>
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<td>• Midterm Review</td>
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<td>February 8</td>
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<td>• EXAM</td>
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<td>February 10</td>
<td>Capacity Management</td>
<td>• TEXT Chapter 4 (pgs. 208 – 232)</td>
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<td>February 15</td>
<td>Capacity Management II &amp; Operations Technology</td>
<td>• Pyramid Lake Resort (CASE)</td>
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<td>• TEXT Supplement 4</td>
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<td></td>
<td>• E-commerce discussion – how are operations of internet retailers different from bricks and mortar retailers?</td>
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<td>February 17</td>
<td>Inventory Basics &amp; Independent Demand Systems</td>
<td>• Chapter 13 (ONLY READ pgs. 558 – 172; 579 – 584; 586 – 589)</td>
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<td></td>
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<td>• Problems 4, 5, 20 &amp; 25 [assume price is $1.70 no matter how many units ordered]</td>
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<td>• I will pass out additional practice problems and solutions</td>
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<td>• The Gaming Company (GAME)</td>
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<td>February 22</td>
<td>Independent Demand Systems II</td>
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<td>February 24</td>
<td>Independent Demand Systems III</td>
<td>• Dano’s Drugstore (CASE)</td>
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<td>February 29</td>
<td>Project Management</td>
<td>• Leap Day!! Anyone born on this date?</td>
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<td>• We will be using material from another textbook that I will pass out as a handout - Chapter 3 (1, 2, 3,4[a,b], 9)</td>
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<td>March 2</td>
<td>Project Management II</td>
<td>• Strategic Analysis of Organizations (In-class group project)</td>
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<td>March 7</td>
<td>Just-in-Time Inventory Management</td>
<td>• TEXT Chapter 15</td>
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March 9  Final Exam review

March 14  FINAL EXAM