

MGT 502

Managing Operations for Competitive Advantage

Spring, 2000

PROFESSOR: Ken Boyer

OFFICE: Management 7036 (DePaul Center)

CLASSROOM: DPC 8208

CLASS TIME: Saturdays 9 AM – 4 PM (April 8, 15, May 6, 13, 20)

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OFFICE HOURS & EMAIL:

My official office hours are before/after class and during the lunch break on Saturdays, as well as on Tuesday from 4:00 – 5:30 PM. I 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 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:

Production and Operations Management: Manufacturing and Services, by Richard B. Chase, Nicholas Aquilano and F. Robert Jacobs, Irwin-McGraw Hill, Eighth Edition, 1998.

Supplementary Packet, mailed to students prior to start of class.

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

| | |
|----------------------------|--------------------|
| Quizzes | 45% (3 @ 15% Each) |
| Case Write-up | 20% |
| OM Current Practices Paper | 20% |
| Class Participation | 15% |

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 the majority of DePaul University students are working full 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. It is important to note that class attendance is expected. Therefore, missing more than one class 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 THREE 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 which 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 on reserve in the library.

QUIZZES:

There will be three closed book, closed note quizzes. 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.

HYPERNODES DISCUSSION GROUP

Can be accessed at: <http://forums.depaul.edu/HyperNews/get/s00/mgt502-boyer.html>

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 strategy. 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 SUBMIT 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.

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 last three regular sessions of May 6, May 13 and May 20). **In addition, each student should email me a brief (1 - 4 sentences) synopsis of the paper by April 29.**

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.

Classmate Feedback on papers:

Each student will hand one copy of their paper to a fellow student on the date due (the one you sign up for). This student should read the paper and write $\frac{1}{4}$ to 1 page of critique and suggestions for improvement by noon on the following Wednesday. **These suggestions should be emailed to the author of the paper and to Dr. Boyer.** The author then should make any changes/additions to the paper that they wish and hand the paper in to Dr. Boyer on the following Saturday.

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.

SCHEDULE

| Date | Subject | Assignment |
|-------------|---|---|
| April 8 | MORNING Introduction and Overview Operations Strategy AFTERNOON Operations Strategy (Cont.) Total Quality Management | Au Bon Pain (Video) TEXT Chpts. 1 & 2 TEXT Chapter 6 |
| April 15 | MORNING Project Management Just-in-Time Inventory Management AFTERNOON Statistical Process Control | TEXT Chapter 3 (1, 2, 3,4[a,b], 9) TEXT Chapter 8 TEXT Supplement 6 – do NOT READ pgs. 236-240 (Acceptance Sampling) Problems = (2, 3, 6, 8, 14) |
| May 6 | MORNING Statistical Process Control (Cont.) Process Management AFTERNOON Process Design (Cont.) QUIZ 1 | Southtown Medical Center (CASE) TEXT – Chapter 4 (only pgs.96-104), Plant Tour: Dell Computer (pp. 114-115) TEXT – Chapter 5 King Sooper’s Bakery (Video) Post Office (CASE) |
| May 13 | MORNING Capacity Management AFTERNOON Inventory Basics & Independent Demand Systems QUIZ 2 | TEXT Chapter 7 Pyramid Lake Resort (CASE) The textbook is VERY confusing, So, please read the supplement mailed to you instead of the text book. Problems are included in the supplementary packet (#1, 4, 5, 11 and 14) The Gaming Company (GAME) |

May 20

MORNING

Independent Demand Systems (Cont.)
Operations Technology

Dano's Drugstore (CASE)
TEXT Supplement 4

AFTERNOON

Strategic Analysis of Organizations

In-class group project

QUIZ 3
