

**EDWARDS SCHOOL OF BUSINESS
UNIVERSITY OF SASKATCHEWAN**

MASTERS OF BUSINESS ADMINISTRATION

MBA 835.2 OPERATIONS MANAGEMENT

Instructor: Ismail Sila, Ph.D.

Office: Edwards School of Business, Room 90

Phone: 966-2549

E-mail: sila@edwards.usask.ca

COURSE OUTLINE

Course Description:

This course provides a foundation for understanding the operations of a company. The operations function is one of the main functions of a business organization. Operations management includes all activities that are directly related to the production of goods and services. In this course, we will study both manufacturing and service operations and provide an overview of the important operational issues faced by manufacturing and service companies. In addition, this course will acquaint students with the tools and techniques used by operations decision makers.

Course Objectives:

By the end of this course, you should:

1. understand the major theories and concepts underlying the social science of operations management, and how you might apply these theories and concepts within the context of global competition.
2. be knowledgeable and experienced in using a variety of methods for measuring and improving the efficiency and effectiveness of organizational processes.
3. develop your team-working, problem-solving, management and business communication skills.

Prerequisite: None

Course Requirements:

Required Texts:

1. "OPERATIONS MANAGEMENT for Competitive Advantage", by Chase, Jacobs & Aquilano, 11th Edition, McGraw-Hill/Irwin (2006).
2. "The Goal: A Process of Ongoing Improvement (3rd Revised Edition)", by Eliyahu M. Goldratt and Jeff Cox, (North River Press, 2004).

Academic Integrity: Students are expected to have read and understood the rules regarding academic dishonesty which are posted on the University of Saskatchewan website at:

http://www.usask.ca/university_council/reports/09-27-99.shtml

Grading Policy:

The following grade components and weights will be used to determine your grade for the course.

Grade Component	Weight
Exam #1	20 %
Final Exam	30 %
Case Studies	30 %
Assignments	10%
One-page review of <i>The Goal</i>	10%

Exams:

You will have two exams focusing on concepts and problems from lectures and the textbook. There are no deferred exams. If you are absent from the first exam, your final exam mark will replace the first exam. To be considered absent from this exam, documentation such as a medical certificate for illness is required.

Case Studies:

A number of cases will be assigned for analysis and discussion. All cases must be read before the class they are to be discussed in, regardless of whether a submission is required or not. Students will work in groups of three to solve these cases.

It is very important and part of the academic honesty code that each member of a group contributes to the case analysis. If any student has not contributed, (s)he should not put his/her name on the case report but submit a separate report on his/her own.

A preliminary list of case studies to be assigned or discussed in class is as follows:

- Webvan
- Burger King and McDonald's
- National Cranberry
- Barilla
- Sport Obermeyer
- Hewlett-Packard
- Toyota
- Global Financial Corp.
- Sega Dreamcast

Guidelines for Written Case Analyses:

The reports are graded for both content and presentation. A good paper should clearly and succinctly state the recommendations in the first paragraph to provide the reader with a framework. (If a lengthy description of the recommendation seems necessary, append it to the report.) The remaining paragraphs should each present a major part of the rationale for the recommendation in terms of the desirable and undesirable consequences of adopting it. The rationale must consider capabilities that the logistics system under study needs to excel at, and how the current system either provides these capabilities or fails to provide them.

Some common problems in preparing reports result from inadequate analysis. Analysis for a report is a time consuming and intellectually challenging task. Each case has a set of questions which are a *guide* to help you with the analysis – however, you should not limit your analysis to narrowly answering these questions. The objective is to evaluate a complete range of alternatives and anticipate and discuss the full consequences of your recommendation.

A good report is not a chronology of analysis, but a clearly articulated statement of recommendation and support. If there are options under consideration in the case that are rejected by you, a clear rationale for your decision should be provided. Facts stated in the case need not be restated unless used to make a point. I will assume that the most important issues are raised in the report and that all else is less important to the writer. Both *desirable* and *undesirable* consequences should be factually stated and supported. In the overall evaluation of the report the discussion of all consequences of the recommendation is of the greatest importance. You must clearly discuss how your recommendations aid in the development of capabilities that are important for the logistics system under study.

The following table summarizes deadlines, submission and formatting guidelines for cases:

Written Case Analyses: Deadlines, Submission and Format Guidelines

- Written case analyses are due at the beginning of the class session for which they are assigned.
- Late assignments are not acceptable - no credit will be given.
- Write-ups should be typed using Times New Roman with font size 12. They should be double-spaced and about 4 to 5 pages in length, excluding tables and figures. You should cite all your references.

Assignments:

You will be given a number of assignments. Some will be graded and some will not. The assignments are purely for your benefit – to force you to think about and understand concepts that are important for the exam. Answer keys will be provided on the web site. Assignments are due at the start of class. Late assignments will not be accepted. The assignments contain both quantitative and qualitative questions. Credit is not given on quantitative questions unless all work is shown.

Book Review:

The Goal is a business novel about plant operations. It provides an entertaining glimpse of life within a plant and teaches some important management concepts along the way. The book is an international best seller (more than 1 million copies sold) and has become a common point of reference for those involved in operations management.

You will prepare a one-page review of *The Goal* using the following format:

1. List your (at most) 6 main take-aways from the book (at most 2-3 sentence each); and
2. List the (at most) 4 main critiques (at most 2-3 sentence each) you would make about this book

Students with Disabilities:

If you are in need of special accommodations due to a disability, please see me as soon as possible.

Course Calendar

Class	Chapter Readings
1	<ul style="list-style-type: none"> • Chapter 1: Introductions to the Field • Chapter 2: Operations Strategy and Competitiveness
2	<ul style="list-style-type: none"> • Chapter 2T: Linear Programming Using the Excel Solver • Chapter 3: Project Management
3	<ul style="list-style-type: none"> • Chapter 3: Project Management
4	<ul style="list-style-type: none"> • Chapter 4: Product Design • Chapter 5: Process Analysis
5	<ul style="list-style-type: none"> • Chapter 5T: Job Design and Work Measurement • Chapter 6: Manufacturing Process Selection and Design
6	<ul style="list-style-type: none"> • Chapter 6T: Facility Layout • Chapter 7: Service Process Selection and Design
7	<ul style="list-style-type: none"> • Chapter 7T: Waiting Line Management • Chapter 8: Quality Management: Focus on Six Sigma
8	<ul style="list-style-type: none"> • Exam #1 • Chapter 8T: Process Capability and Statistical Process Control
9	<ul style="list-style-type: none"> • Chapter 8T: Process Capability and Statistical Process Control • Chapter 10: Supply Chain Strategy
10	<ul style="list-style-type: none"> • Chapter 11: Strategic Capacity Management
11	<ul style="list-style-type: none"> • Chapter 13: Forecasting
12	<ul style="list-style-type: none"> • Chapter 14: Aggregate Sales and Operations Planning
13	<ul style="list-style-type: none"> • Chapter 15: Inventory Control • Chapter 16: Material Requirements Planning
14	<ul style="list-style-type: none"> • Final Exam