OM 335: OPERATIONS MANAGEMENT (Summer 2012)

CIBER course taught at the Chinese University of Hong Kong

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Office Hours:

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Mailbox:
Office hours:

Course Description:

Operations Management (OM) is the cost effective management of resources to achieve organizational goals. OM focuses on the systematic planning, design, operation, control, and improvement of the processes which produce goods and deliver services. Managing operations is vital to every type of organization, for it is only through effective and efficient utilization of resources that an organization can be successful in the long run. This is especially true today, when we see that significant competitive advantages accrue to those firms that manage their operations effectively.

This particular course section will be enhanced by interaction with a number of commercial organizations in the United States and China to provide context and examples for the analytical tools we will be learning in the class.

I come to this course with over 25 years in operations, supply chain, and general management. The experience of owning, managing, and consulting to businesses of a variety of different sizes provides me with a context for this course that we can use for a basis of discussion and learning. Please question me on the issues in this course covered through the books, cases, and lecture so that your learning takes place at the level of quality you expect.

This course is the “foundations course” for the major in Supply Chain Management. This class can also be useful to students with other majors because every business has an operations component.

Prerequisites: credit or registration for BA 324 (or credit for MIS 324) and credit or registration for STA 309.
COURSE OBJECTIVES:

The main objectives of this course are:

- To provide you with an understanding of the crucial importance of operations management in today’s business environment.
- To familiarize you with the basic concepts, techniques, methods and applications of operations management.
- To enhance your analytical skills and ability to uncover problems and opportunities for improvement in production and service processes.

COURSE MATERIALS:

1. **Readings**
   - Course Packet: Available on Study.net. It contains a set of cases we will discuss in class, and can be downloaded and printed as you need it. This alternative has been shown to be a lower cost option for cases and readings. I may add a reading to the course packet as the class progresses, and you should be able to download the reading at the time for a small fee.

2. **Course Website:** This course will use Blackboard substantially. The login page is located at [http://courses.utexas.edu](http://courses.utexas.edu). A UT EID is required for accessing the web site. If you need more information or tutorials, go to [http://www.utexas.edu/cc/blackboard](http://www.utexas.edu/cc/blackboard). You will find the following on Blackboard:

   **Course Notes:** I will post the slides for each class on Blackboard the night before each class. You may download and print those slides if you would like to use them as lecture note guides. I will purposely have some blank slides in the lecture for discussion purposes.

   **Assignments and Solutions:** The purpose of homework assignments is to provide learning reinforcement and promote class preparedness. You will find that the homework provides excellent learning feedback and is a confidence-building tool. The assignments will also help you prepare for the exams.

   **Surveys:** Periodically throughout the semester I may be surveying the class for feedback on the course and how it can be improved. Please participate in these surveys, as I use them to adjust the class to improve your learning experience. If, however, you have a suggestion, please feel free to contact me to share your thoughts.

   **Grades:** Grades on exams and assignments will be posted on Blackboard. Please check that the grade posted matches the grade on your paper copy and notify the
instructor (for exams) or the TAs (for assignments) as soon as possible in case of a discrepancy.

Password-protected class sites will be available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources are types of information that may be available within these sites. Site activities could include exchanging e-mail, engaging in class discussions and chats, and exchanging files. In addition, class e-mail rosters will be a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1. For information on restricting directory information see: http://www.utexas.edu/student/registrar/catalogs/gi02-03/app/appc09.html.

PERFORMANCE EVALUATION:

Your grade will be assessed through homework assignments, exams and class participation. Below is a description of how the various types of assignments and tests contribute to your grade, as well as a description of each type of graded work.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Portion of Grade</th>
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<tbody>
<tr>
<td>Midterm Exam</td>
<td>30%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>35%</td>
</tr>
<tr>
<td>Homework</td>
<td>20%</td>
</tr>
<tr>
<td>Class Participation/Professionalism</td>
<td>15%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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**Exams**
The Midterm Exam will cover the materials from our sessions in Austin, Los Angeles and the first two weeks of time at CUHK, including: Process Analysis, Project Management, Queuing Theory, Quality Management, and The Goal. The Final Exam will be comprehensive but with a greater focus on the materials from the last two weeks at CUHK (Inventory Management and Supply Chain Management).

Exams may contain true/false, multiple choice, short answer, essay, or analytical problem solving questions. The exams are closed book and closed notes. Do remember to bring your calculator. A formula sheet will be provided during the exam (a copy of the sheet will be put on Blackboard before the exam).

Offering a make-up exam for a missed exam is entirely at the discretion of the instructor. Students with legitimate reasons and letters of proof could request to take make-up exams.

Any concern regarding the grading of exams should be addressed directly to the instructor, no later than 3 days after the grade was assigned.
Homework Assignments
There are up to 12 homework assignments throughout the semester. You may do the
homework assignments in teams but in this case, each student must hand in a separate
handwritten copy and indicate the names of the people they worked with on the front page. If
you do the assignment individually, then you may (and in fact are encouraged to) type it.

Homework assignments have to be turned in at the beginning of the class session listed on the
schedule. The solutions to the homework will be provided at the end of the day when it is due;
therefore no late homework assignments will be accepted.

Homework assignments will be graded by me on a scale of 0 to 3. Points will be given for
effort (especially for the case-based assignments), correctness of your answers and
presentation.
• 0 points—Homework not turned in, or obviously not seriously addressed
• 1 point—Turned in, and a good faith effort represented
• 2 points—Good effort, and at least half correct
• 3 points—Mostly correct, but a few things work or missing
• 4 points—Solid work, essentially correct
• 5 points—Excellent work, everything correct and more

Note: An average homework grade of a 3 over the semester would be entered into the final
grading calculations as an 83.

Any concern regarding the grading of homework assignments should be addressed directly to
me, no later than 3 days after the grade was assigned.

Class Participation
Regular attendance at all class meetings is expected.

Students are expected to prepare before class. Participation in class, in the form of answering
questions and/or commenting on the material is strongly encouraged. Participation on the
Blackboard forum will also be counted towards the class participation grade, as long as the
posted comments are relevant. As 15% of your final grade, excellent class participation can
be the difference between a B+ and A-, for instance. I use class participation specifically to
help students who are “on the fence” between grades to be able to move up to the next grade.

Students may not disturb classmates, surf the web, read newspapers or use their cell phones
in class. Laptops will be closed and cell phones put away during class.

In each session, students are asked to pick up their name card and return it at the end of the
session. On the back of the name card is a table you can use to note your own evaluation of
your class participation. I will provide my evaluation (which will be used for grading) and will
note it on your name card for you to see.

A significant component of your class participation grade is your professionalism and
demeanor during the company visits in the US and in China. You are expected to participate
fully and positively in activities, exercises, tours, and discussions at our host companies,
including the various Target Corporation facilities in the US. Your behavior and professionalism will reflect significantly on you, CIBER, the Supply Chain program, and McCombs/University of Texas, so please take this seriously. Any lack of preparations, inappropriate behavior (sleeping, distracting chatter, etc.) will be reflected in your class participation grade.

SCHOLASTIC DISHONESTY

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the Policy Statement on Scholastic Dishonesty for the McCombs School of Business:

By teaching this course, I have agreed to observe all of the faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all of the student responsibilities described in that document. If the application of that Policy Statement to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification. Policy on Scholastic Dishonesty: Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at http://deanofstudents.utexas.edu/sjs/ or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

STUDENTS WITH SPECIAL NEEDS

The University of Texas at Austin provides upon request appropriate accommodations for qualified students with disabilities. For more information contact the Office of the Dean of Students at 471-6259 or 471-4641 TTY.

If for some reason you need special assistance to take an exam or complete an assignment please notify me ahead of time so that special arrangements can be made in a timely fashion.

SCHEDULE

The following is a tentative schedule of meetings, readings, and deliverables for the semester. This is subject to change. When there are major changes, you will be notified by email; a current schedule will always be available on the Blackboard course website.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
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<tbody>
<tr>
<td>16-May</td>
<td>What is Ops, What is Supply Chain? Quality Function Deployment (HOQ), Intro to Process Analysis</td>
</tr>
<tr>
<td>3-Jun</td>
<td>Revisit Process Analysis Introduce Kristen's Cookies</td>
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<tr>
<td>10-Jun</td>
<td>Utilization, Labor Costs Line Balancing, Face Game Intro to S/U and batching Recommended batch sizes, Benihana</td>
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<tr>
<td>11-Jun</td>
<td>Queuing Theory Managing queuing systems Statistical Process Control Control charts and process capability</td>
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<tr>
<td>14-Jun</td>
<td>Toyota Case Project Management CPM and crashing</td>
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<tr>
<td>17-Jun</td>
<td>Exam</td>
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<tr>
<td>29-Jun</td>
<td>Inventory Management Economic Order Quantity</td>
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<tr>
<td>30-Jun</td>
<td>Newsvendor</td>
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<tr>
<td>5-Jul</td>
<td>Order up to Natalia Chen</td>
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<tr>
<td>6-Jul</td>
<td>Beer Game Bullwhip effect Review</td>
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<tr>
<td>7-Jul</td>
<td>Exam</td>
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