

MGSC 791T
OPERATIONS MANAGEMENT
Fall 2007

Instructor: Dan Steele
Office: BA 711
Phone: 777-6824
E-mail: Steele@moore.sc.edu
Office Hours: By appointment

Required Texts

- Krajewski, Ritzman, and Malhotra, *Operations Management - Processes and Value Chains*, Eighth Edition, Pearson Prentice Hall Publishers, 2007.
- Goldratt, Eliyahu M., & Jeff Cox, *The Goal* (Third Revised Edition), North River Press, Croton-on-Hudson, NY, 2004.

Course Objectives

Over the past two decades, US firms have painfully realized that neglect of the operations function can erode long-term profitability and ability to compete in the global marketplace. World-class competition is fierce today, even for most remote operations. Delivering high quality products and services quickly, reliably, and at low cost are needed for survival. Firms that have used operations management as an effective competitive weapon, in conjunction with well-conceived marketing and financial plans, have made major penetrations into markets worldwide.

This course is designed to address key operations issues in service and manufacturing organizations. These issues include both strategic and design decisions, and as such make operations management an inter-functional concern that requires cross-functional understanding and coordination. A blend of theory, cases, analytical techniques, business examples, videos, and class discussions will be used to fulfill the following stated objectives.

1. To understand the role and status of operations management in the world, national economy, and within the firm as it relates to business strategy.
2. To understand the interdependence of operations management with other key functional areas of the firm.
3. To understand process configuration alternatives that exist and how choice of process influences operations methods and effectiveness.
4. To identify and evaluate a range of tools appropriate for design and analysis of operating systems of the firm.

5. To understand the role of operations management policies and techniques in enhancing market value and performance of service and manufacturing firms.

MGSC 791 CLASS ASSIGNMENTS -- Preliminary

Class	Class Assignments	Tool Projects
1 9/10	<p>INTRODUCTION</p> <ul style="list-style-type: none"> • Course policies • Operations definition and perspective <p>OPERATIONS AS A COMPETITIVE WEAPON</p> <ul style="list-style-type: none"> • Read Ch. 1 • Video: Managerial Challenge; operations as a Competitive Weapon at Starwood, p. 19 • Discuss: Chad’s Creative Concepts case, p. 23 • Problems: 1, 3, 4 in Ch. 1 	<p>PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> • <i>Assignment discussed</i>
2 9/17	<p>OPERATIONS STRATEGY</p> <ul style="list-style-type: none"> • Read Ch. 2, pp 44-56, 61-63 (skip new service or product development) <p>DECISION MAKING</p> <ul style="list-style-type: none"> • Read Supplement A (pp. 25-30) • Problems 1, 2, 7, 12, 14 in Supplement A 	<p>PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> • <i>Questions answered</i>
3 9/24	<p>PROCESS STRATEGY</p> <ul style="list-style-type: none"> • Read Ch. 4 • Video: King Sooper’s Bakery • Problems 3, 4 in Chapter 4 <p>PROCESS ANALYSIS</p> <ul style="list-style-type: none"> • Read Ch. 5, pp 150-161 • Video: Process Analysis at Starwood • Discuss: Managerial Challenge pp. 162-163 • Problems: 3, 5, 11 in Chapter 5 	<p>PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> • Read chapter 3 • Read tool notes • View tool tutorial • Submit assignment <p>WAITING LINES</p> <ul style="list-style-type: none"> • <i>Assignment discussed</i>
4 10/1	<ul style="list-style-type: none"> • Discuss: Custom Molds, Inc., case, pp. 145-147 <p>PROCESS PERFORMANCE AND QUALITY</p> <ul style="list-style-type: none"> • Submit process map assignment from week 3 • Read Chapter 6, pp. 220-236 • Video: Process Performance and Quality at Starwood • Problems: 1, 4, 5, 7, 9, 13, 14 in Chapter 6 	<p>WAITING LINES</p> <ul style="list-style-type: none"> • <i>Questions answered</i>
10/8	<p><i>Fall Break</i></p>	

5	10/15	<p>CONSTRAINT MANAGEMENT</p> <ul style="list-style-type: none"> • Read <i>The Goal</i> (Goldratt, 2004) <p>INVENTORY MANAGEMENT</p> <ul style="list-style-type: none"> • Read: Ch. 12, pp. 460-480 • Problems: 3, 4, 6, 8 in Ch. 12 	<p>WAITING LINES</p> <ul style="list-style-type: none"> • Read Supplement C • Read tool notes • View tool tutorial • Submit assignment
6	10/22	<p>EXAM 1</p> <ul style="list-style-type: none"> • Covers everything up to Constraint Management and Waiting Lines (but not Inventory Management) 	
7	10/29	<p>INVENTORY MANAGEMENT (continued)</p> <ul style="list-style-type: none"> • Read: Ch. 12, pp. 484-489 • Problems: 10, 11, 13, 16, 19, 24 in Ch. 12 • Case: Parts Emporium, pp. 504-505 (submit for grading next time) 	<p>LINEAR PROGRAMMING</p> <ul style="list-style-type: none"> • <i>Assignment discussed</i>
8	11/5	<p style="text-align: center;"><i>(Submit Parts Emporium Case)</i></p> <p>SALES AND OPERATIONS PLANNING</p> <ul style="list-style-type: none"> • Read Ch. 14, pp 566-583 • Video Sales and Operations Planning at Starwood • Discuss Managerial Challenge, p. 579 • Problems: 2, 3, 4, in Ch. 14 <p>LINEAR PROGRAMMING</p> <ul style="list-style-type: none"> • Read Supplement E, pp 599-602 • Scan Supplement E, pp. 602-607 • Read Subject summary 	<p>LINEAR PROGRAMMING</p> <ul style="list-style-type: none"> • <i>Questions answered</i> <p>LINE BALANCING</p> <ul style="list-style-type: none"> • <i>Assignment discussed</i>
9	11/12	<p>SUPPLY CHAIN STRATEGY</p> <ul style="list-style-type: none"> • Read Ch. 10 • Video: Supply Chain Strategy at Starwood • Discuss Managerial Challenge, pp. 294-395 • Discuss Wolf Motors case, p. 412 <p>PROCESS LAYOUT</p> <ul style="list-style-type: none"> • Read Ch.8, pp 310-319 	<p>LINEAR PROGRAMMING</p> <ul style="list-style-type: none"> • Read Supplement E • Read tool notes • View tool tutorial • Submit assignment <p>LINE BALANCING</p> <ul style="list-style-type: none"> • <i>Questions answered</i>
	10/19	<i>Thanksgiving Break</i>	
10	11/26	<p>LEAN SYSTEMS</p> <ul style="list-style-type: none"> • Read Ch. 9 • Problems: 2, 3, 6, 7 in Ch. 9 • Assignment: Value stream mapping (submit next time) 	<p>LINE BALANCING</p> <ul style="list-style-type: none"> • Read Ch. 8, pp 328-331 • Read tool notes • View tool tutorial • Submit assignment

11 12/3	<p style="text-align: center;"><i>(Submit Value Stream Mapping assignment)</i></p> <p>RESOURCE PLANNING</p> <ul style="list-style-type: none"> • Read Ch. 15, pp. 622-630, 636-650 • Problems 1, 2, 3, 14, 17, 19, 20, 21 in Ch. 15 <p>REVIEW</p>	
12 12/10	<p>EXAM 2</p> <ul style="list-style-type: none"> • Covers material since Exam 1 • Includes Chapter 12, Inventory Management, introduced before Exam 1 	