BA628 Operations and Supply Chain Management

Spring 2016
San Diego State University
College of Business Administration
Department of Management Information System

COURSE INFORMATION

Class Time: M 10:00am-12:40pm  Class Location: EBA-341
Office Hours (or by appt): M, T: 3-4pm  Office Hours Location: SSE-3404
Professor: Ruoxuan Wang
Email: rwang@mail.sdsu.edu (add “BA628 section 1” as the subject of the email along with your name and RedID)
GA: Bhavishya Narapareddy  GA’s Email: narapabhashiya@gmail.com

Course Overview

Operations and Supply Chain Management - BA 628 is concerned with the production and distribution of goods and services with attention to minimizing costs and enhancing quality. The survival and success of the organization is due, in large part, to how well it plans, schedules and controls the acquisition and utilization of its resources. The O/SCM field is broad ranging, dealing with the entire supply chain, and utilizes a host of tools and techniques. This course is designed to provide an overview of basic managerial concepts and quantitative techniques associated with the management of operations. Strategic, tactical and operational issues are discussed along with the use and applications of quantitative techniques for managerial decisions.

Student Learning Outcomes

MBA students will:
- Develop a solid foundation in theoretical concepts and managerial skills needed to lead business organizations.
- Be able to analyze environments in which managers make and implement business decision.
- Be able to formulate, communicate, and coordinate strategies to solve business problems and pursue opportunities.

BA 628 contributes to these goals through its student learning outcomes (SLOs). The primary SLOs for this course are:
- Explain the role of operations and supply chain in an organization and its interactions with business functions such as accounting, finance and marketing.
- Define the basic business and operations strategies for increased productivity and competitiveness for service and manufacturing.
- Apply descriptive and optimization analytics to improve business decision making.
- Apply forecasting techniques to estimate future demand.
- Explain quality management strategies, techniques and tools for improved customer satisfaction.
- Describe the basic issues and models of inventory and materials management.
- Apply the basic scheduling techniques for project planning and management.
- Explain lean operations principles.
- Elaborate supply chain’s strategic impacts on global business

Course Materials


Blackboard: (blackboard.sdsu.edu): The course website can only be accessed by those who are officially enrolled in the course. Your blackboard username and password are the same as your RedID and University PIN that you use to access WebPortal and other SDSU services.

Software: Microsoft Excel with Solver add-on will be used in this course.

Lecture Notes: Copies of slides and handouts will be posted on Blackboard. Additional online material will be posted on blackboard.
References: There are numerous, well written textbooks that you may find useful for obtaining a different perspective in the course of your studies. The following is a list of a few that I recommend:

- Quantitative Methods for Business, by Anderson, Sweeney & Williams.
- Operations Management, by Stevenson.
- Operations Management: Strategy and Analysis, by Krajewski & Ritzman.

Course Structure and Conduct

I incorporate a variety of teaching approaches and methods in this class. These include lecture, class discussion, case review and summary, reading assignments, review of sample problems, and mini projects. Your questions and participation in class will enhance your learning experience. Please keep up with the readings and contribute during discussions and activities. Please bring your textbook to the class. All students are expected to prepare and contribute to the discussions in class. Class participation grade may be assigned at my discretion.

Students are expected to attend every class session. Attendance is required. This class requires a considerable amount of team efforts. Each week we will set aside some time (5-10 minutes) for working on the team assignments. As such, it is imperative that you attend all sessions so the team does not suffer by the absence of your skill, knowledge and abilities. Students will be assigned to their in-class discussion teams by colors of their name tags. If you are absent, it is your responsibility to get course materials from other students and catch up with the class.

Classroom Etiquette: Punctuality is as important in the classroom as in business - to minimize distractions, please BE IN CLASS ON TIME. If you need to leave early, let me know beforehand and sit close to an exit door if at all possible. Late-comers miss the initial thrust of the lecture and disturb others. All phones should be turned-off completely or set to silent/ vibration mode during class time. If you need to leave the room for calls and messages, please be courteous to the rest of us by quietly leaving the classroom and quickly take the call.

Reading Assignments & Homework: Read and study all assigned material prior to class. Review the end-of-chapter questions and try to work out the recommended problems. Some of the homework problems will be reviewed in class as a vehicle for learning the basic concepts. However, you should try to solve as many of the suggested problems as possible in order to increase your understanding and your grade on the exams. Homework will be posted on blackboard along with lectures for each chapter. You need to practice on homework to prepare for exams. The solution to homework will be posted a few days later. Try browsing/reading several current periodicals, magazines or journals and try to connect the concepts that we are studying with the actual practice. Bring your questions/insights from these periodicals or from work to class for discussions.

Case Discussion Summary: In certain class meetings, after the in-class discussion, a short summary will be required within 48 hours of the class. ALL students need to read and be prepared for class discussion of ALL cases.

Group Activities:

You need to form a team for this course and organize yourselves accordingly by finding other compatible students to work with during the semester. The key word is “compatibility” – check class schedules, work schedules, grade aspirations, personalities, etc., before joining or creating a group. Make sure each group member has all the contact information (name, phone number, email). For this class, you should limit your group to three persons. The name of each group member who actively works on an assignment should be listed on the cover page and will receive an identical grade for the particular assignment/project. Each group will be assigned a Team Number that will be used for group presentation and report. It is considered to be unethical to have your name listed on an assignment that you have not contributed substantially.

Self/Peer Evaluation – The appropriate project management tool is designed to record the group contribution. The other teammates, after my approval, could fire the individual student who doesn’t contribute at all. (For example, missed about 60% meetings and failed to turn in qualified results). That individual student being fired would need to work on his/her own on the rest of the group projects. Around the mid-term and the end of the class, you will be required to turn in an evaluation of each group members’ participation and contribution to the group activities. I will take into account team member evaluations when determining individual grades for the course.

[Sometimes teams have difficulties. There might be differences in styles, goals and abilities. These are also frequent in workplace teams. Since this class moves very fast, if for any reason you do not feel a team member is contributing at the desired level, I need to know right away so we can address the concerns as soon as possible. It is expected that all members will contribute fully to the team’s success.]
Photos: Please turn in a recent digital photo (1 x 1” – crop it if necessary) of yourself by the second week of class to help me and other classmates to identify you. Be sure to include your name (and any nickname), undergraduate university/degree, working experience and current employer/job title with the photo. (Use the template on blackboard) Please forward the completed form to your Team Leader, who will forward the Team Profile to GA (narapabhavishya@gmail.com) in one document. The complete form for whole class will be available on blackboard after the second week.

Mini Projects: Students are required to utilize project management skills throughout their projects. The hands-on experience will let students master the technique skills. The details of the mini projects are available on the blackboard. Your group’s score will be based on the highest five from six mini-projects.

OM News & Career Info: Each week there will be a theme topic in Operations Management to be discussed. To develop the understanding of the business background for that topic, the team of the week (see schedule) should finish the following tasks and present to the whole class. The presentation material should be send to me before Saturday 11:30pm each week.

OM news exploring:
The team of the week needs to search OM related business news that happened within last month and prepare a 5-10 minutes presentation. The topic should be related to the content we will cover in that week’s class. There are six parts for news presentation.
1. The source and date of the news; 1-2 sentences summary of the news
2. The brief background introduction of the involved firm(s).
3. The comments/arguments from the media/reporter/shareholder/clients
4. Do you agree with the comments above? Why or why not?
5. The main takeaway points from your presentation.
6. Q&A

Career exploring:
The team of the week needs to search and collect one job posting in SCM&OM field under the theme of that week. You can search the position by keywords like “Supply Chain Analyst”, “Inventory”, “Project Manager”, “Data Analyst”, “Quality” or “MRP” etc... on the website like Monster.com, Glassdoor.com, Beyond.com, LinkedIn... You need to collect and list the information about the position for the following items in your presentation, and limit this part to 3 mins:
1. URL for the job post
2. Company’s name, location, background
3. Name of the position and brief job description
4. One of the most important SCM&OM related knowledge/skills required; OR any certificate required.
5. Salary range

Assessments and Grading

Table 1: Your course grade will be based on the following weighted components

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-term</td>
<td>25%</td>
</tr>
<tr>
<td>Final exam</td>
<td>25%</td>
</tr>
<tr>
<td>Mini project</td>
<td>25%</td>
</tr>
<tr>
<td>Case summary</td>
<td>10%</td>
</tr>
<tr>
<td>OM News &amp; Career Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Participation &amp; Discussion</td>
<td>5%</td>
</tr>
</tbody>
</table>

For your reference, your letter grade will be approximately based on the scale below:

<table>
<thead>
<tr>
<th>Percent</th>
<th>Grade</th>
<th>Percent</th>
<th>Grade</th>
<th>Percent</th>
<th>Grade</th>
<th>Percent</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>93 - 100</td>
<td>A</td>
<td>89 - 92.9</td>
<td>A-</td>
<td>85 - 88.9</td>
<td>B+</td>
<td>81 - 84.9</td>
<td>B</td>
</tr>
<tr>
<td>77 - 80.9</td>
<td>B-</td>
<td>73 - 76.9</td>
<td>C+</td>
<td>69 - 72.9</td>
<td>C</td>
<td>65 - 68.9</td>
<td>C-</td>
</tr>
<tr>
<td>61 - 64.9</td>
<td>D+</td>
<td>57 - 60.9</td>
<td>D</td>
<td>53 - 56.9</td>
<td>D-</td>
<td>Below 53</td>
<td>F</td>
</tr>
</tbody>
</table>
Exams and Exam Policies: Mid-term and final exams will cover material from the lectures and case studies. It will be CLOSED BOOK, CLOSED NOTES; however, you may bring one letter size original hand-written note sheet (writing allowed on one side only), written by yourself, for your own reference. The note sheet must be turned in at the end of the exam, so make an extra copy for yourself prior to exam if you would like to have it for your records. Each student must have his/her own calculator. Phones, iPods, iPads, etc... are not permitted for the exam and you are not allowed to borrow or share books, notes, calculators, or thoughts during the exams. There is no make-up exam.

Late Submittals: Assignments, case summary, presentation slides, etc turned in late will result in zero point.

Access to Exams: All exams will be retained, therefore, you are encouraged to come by during my office hours and review your own answers on the exams in my office. Please note, that you may do so up to two weeks from the date of the exam unless other arrangements are made with the instructor.

Grade of Incomplete: A grade of Incomplete (I) indicates that a portion of required coursework has not been completed and evaluated in the prescribed time period due to unforeseen, but fully justified, reasons and that there is still a possibility of earning credit. It is your responsibility to bring pertinent information to the instructor and to reach agreement on the means by which the remaining course requirements will be satisfied. The conditions for removal of the Incomplete shall be reduced to writing by the instructor and given to you with a copy placed on file with the department chair until the Incomplete is removed or the time limit for removal has passed. A final grade is assigned when the work agreed upon has been completed and evaluated. An Incomplete shall not be assigned when the only way you could make up the work would be to attend a major portion of the class when it is next offered. Contract forms for Incomplete grades are available at the Office of the Registrar website

Communication

Please see me throughout the semester if you have any questions, concerns, or just want to talk about the course. You can reach me during my office hours without appointments. I am also happy to meet by appointment- just email me to set up a time, please add “BA628 section 1” as the subject of the email, and indicate your name and RedID in the content. I will try to respond to questions within 24 hours.

Students with Disabilities

If you are a student with a disability and believe you will need accommodations for this class, it is your responsibility to contact Student Disability Services at (619) 594-6473. To avoid any delay in the receipt of your accommodations, you should contact Student Disability Services as soon as possible. Please note that accommodations are not retroactive, and that accommodations based upon disability cannot be provided until you have presented your instructor with an accommodation letter from Student Disability Services. Your cooperation is appreciated.

Academic Honesty

The University adheres to a strict policy regarding cheating and plagiarism. These activities will not be tolerated in this class. Become familiar with the policy (http://www.sa.sdsu.edu/srr/conduct1.html). Any cheating or plagiarism will result in an F in this class and a disciplinary review by Student Affairs.

Examples of Plagiarism include but are not limited to:

- Using sources verbatim or paraphrasing without giving proper attribution (this can include phrases, sentences, paragraphs and/or pages of work)
- Copying and pasting work from an online or offline source directly and calling it your own
- Using information you find from an online or offline source without giving the author credit
- Replacing words or phrases from another source and inserting your own words or phrases
- Submitting a piece of work you did for one class to another class

If you have questions on what is plagiarism, please consult the policy and this helpful guide from the Library
Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. You may submit your papers in such a way that no identifying information about you is included. Another option is that you may request, in writing, that your papers not be submitted to Turnitin.com. However, if you choose this option you will be required to provide documentation to substantiate that the papers are your original work and do not include any plagiarized material.

**Tentative Course Schedule**

Table 2: The course schedule, including topics and class activities listed by week, is presented in the following table.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Reading</th>
<th>Notes/Activities/ Team of the week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr. 25</td>
<td>Inventory Management</td>
<td>Ch. 16</td>
<td>Team 13</td>
</tr>
<tr>
<td></td>
<td>Mini Project 6</td>
<td></td>
<td>Team 14</td>
</tr>
<tr>
<td></td>
<td>JIT &amp; Lean Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 2</td>
<td>Resource Management- MRP/ERP</td>
<td>Ch. 14</td>
<td>Mini Project 6 Due</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Team 15</td>
</tr>
<tr>
<td>May 9</td>
<td>Final Exam, in class</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Every effort will be made to adhere to the schedule of topics, but changes are also inevitable and this schedule may be revised at the instructor’s discretion. Students are responsible with keeping up with any changes announced in class or posted on blackboard.

List of Cases will be discussed in the class:

<table>
<thead>
<tr>
<th>Page</th>
<th>Case Study Title</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>95</td>
<td>Stents Versus Drug Therapy</td>
<td>Operations Strategy</td>
</tr>
<tr>
<td>231</td>
<td>Southwestern University (A)</td>
<td>Project Management</td>
</tr>
<tr>
<td>265</td>
<td>The Culture of Quality at Arnold Palmer Hospital</td>
<td>Quality Management</td>
</tr>
<tr>
<td>685</td>
<td>Frito-Lay's Quality-Control Potato Chip</td>
<td>SQC</td>
</tr>
<tr>
<td>455</td>
<td>Warehouse Tenting at the Port of Miami</td>
<td>Decision Analysis</td>
</tr>
<tr>
<td>583</td>
<td>Darden’s Global Supply Chains</td>
<td>Supply Chain</td>
</tr>
<tr>
<td></td>
<td>When 18,500 Orlando Magic Fans Come to Dinner</td>
<td>MRP, ERP</td>
</tr>
</tbody>
</table>