



暨南大學
JINAN UNIVERSITY

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JINAN UNIVERSITY

Operations Management

Lecturer: Dr. Bahaudin G. Mujtaba

Time: Monday through Friday (June 18, 2018-July 20, 2018)

Office hours: 2 hours (according to the teaching schedule)

Contact Hours: 60 (50mins each)

Credits: 4

Location: MBA Center

Office: MBA Center 107

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COURSE DESCRIPTION:

Operations is one of the primary functions of a firm. Whereas marketing focuses on the demand for the product, and finance provides the capital for the product, operations produces and delivers the product. Operations management is about designing, analyzing, and improving the whole transformation process, including procurement, production, distribution, warehousing, and retailing, with the objective of creating competitive advantage for the enterprise.

This course provides a foundation for understanding the operations of a firm. Our objective by the end of the course is to provide you with the knowledge, skills and managerial insights necessary to critically analyze a firm's operations decisions and practices. Such knowledge is important for careers in a variety of areas, including general management, entrepreneurship, investment banking (e.g. business restructurings, mergers and acquisitions), venture capital (e.g. evaluating new business plans) and management consulting (business restructuring improvement).

Unlike many courses in the core, which tend to treat the firm as a "black box", we will be primarily concerned with "opening up" the black box and discovering what makes a firm "tick" - or, for that matter, "stop ticking". In contrast to your management courses, our focus is on the technological rather than human dimension of a firm's internal operations. In contrast to the measurement focus of your accounting courses, our concern is to understand what elements of a firm's operations enable it to produce quality outputs at a competitive cost structure. That is, we will focus on how the "physics" of material, work and information flows and the design and management of a firm's processes interact to determine a firm's cost structure and its ability to compete effectively in terms of non-cost measures such as quality, variety and speed.

For many topics, we will start with an example (which can be a real business problem or a simplified version) with concrete numbers and clearly defined questions that are often of managerial relevance. Students can use Excel spreadsheet for analysis to solve problems. Overall, we explore managerial insights for operational efficiency.

Course Content:

This course relates to the following modules, each of which consists of several topics that are connected to some extent and share the common theme of the module:

1. *Managing Process and Resource*: Process analysis and its applications; optimizing resource allocation and resource portfolio.
2. *Managing Service System*: Coping with variability of service system; separating vs. pooling servers; simulating service system; quality management using control charts.
3. *Matching Supply with Demand*: Quantifying the values of centralization, postponement, revenue management.
4. *Managing Supply Chain*: Supply chain distortion; achieving strategic fit; coordinating supply chains using risk sharing contracts.

Required Book:

- Stevenson, William J. (2015). *Operations Management*, 12th Edition. McGraw-Hill: United States. ISBN-10: 0078024102. ISBN-13: 978-0078024108

Course Hours:

The course has 25 sessions in total. Each class session is 120 minutes in length. The course meets from Monday to Friday.

Grading Scale:

The instructor will use the grading system as applied by JNU:

Definition	Letter Grade	Score
Excellent	A	90-100

Good	B	80-89
Satisfactory	C	70-79
Poor	D	60-69
Failed	E	Below 60

READINGS SCHEDULE

Week 1:

1. Introduction to Operations Management
2. Competitiveness, Strategy, and Productivity
3. Forecasting
4. Product and Service Design

Week 2:

5. Strategic Capacity Planning for Products and Services
6. Process Selection and Facility Layout
7. Work Design and Measurement
8. Location Planning and Analysis

Week 3:

9. Management of Quality
10. Quality Control
11. Aggregate Planning and Master Scheduling
12. MRP and ERP
13. Inventory Management

Midterm Exam

Week 4:

14. JIT and Lean Operations
15. Supply Chain Management
16. Scheduling
17. Project Management

Week 5:

18. Management of Waiting Lines

Summary, Review Final Exam.

COURSE EVALUATION AND ASSIGNMENTS:

Deliverable & % of grade		Due Date*
Participation / In-Class Exercises	10 %	All Weeks
Chapter Summary	20 %	Week 2
Mid-Term Exam	20 %	Week 3
“Operations Management” Paper / Presentation (Group)	30 %	Week 4:
Final Exam (Comprehensive)	20 %	Last 2 sessions
Total	100 %	

Participation / Discussion Activities:

The atmosphere of the class is intended to be open, non-critical, professional, exploratory, and opinion-forming. The honest academic search for facts, current status, and investigation needs to occur in an open, risk-free type situation. Ask your questions, formulate your thoughts and learn to express them to the class, while being open to and respectful of others’ beliefs, values, and contributions. *This is not an attendance grade and is based on involvement and quality participation in all relevant activities of each and every session to enhance the learning environment for everyone in the class.*

Chapter Summary / Presentation:

The objective of this project is to become proficient in one specific operational management subject and to demonstrate this knowledge, skills, and abilities about operations management topics through group work, written paper, and presentation.

This summary presentation should include:

1. Topic introduction and its importance.
2. Summarize and explain the main points presented by the author(s).
3. Discuss practical examples along with the main learning points from the assigned reading and outside firms or sources.
4. Summarize.
5. Answer any questions from the audience.

The presentation can be approximately **10-20 slides**. It should be about 15-20 minutes. The key is to make your presentation a learning experience for the class.

“Operations Management” Paper / Presentation (Individual or Group as assigned based on enrollment):

Select an operation management topic and write a complete paper about it. Discuss the topic, as well as how it can be applied or how it is being applied in the workplace. Offer suggestions and recommendations. This paper should have a minimum of 10 difference references, including the course textbook.

The summary must be fully in APA (American Psychological Association) format with approximately **10-15 pages** of text (about 3-5 pages of content per team member), excluding appendices. If your report ends up being more pages, that is okay. The key is to make your writing as complete, as comprehensive, and as practically useful as possible.

For the oral presentation, summarize the main points in a Power Point file and then present it in the allotted time of 10-15 minutes.

Exams:

There will be comprehensive examinations for this course. About *one hour* will be allowed for completing the exam. The exam will be made up of essays, multiple choice, true and false, fill-in-the blanks, and other objective questions. It will be available during the scheduled week and it must be completed individually without any notes or handouts.

COURSE LEARNING OBJECTIVES:

Keep the following insight and guidelines in mind as you complete individual and group assignments in this course:

1. **Terminology** - Students should learn to understand and use the language and terminology used in academia regarding organizations. In addition to the language, students will learn various management concepts that are helpful in managing and developing organizations. To some extent, students learn to apply those concepts.
2. **Theory** – Students should learn various organizational concepts and theories such as leadership, motivation, operations management, organization design, strategic management, and change management. By the end of this course, students will know how to deal with problems in designing and structuring organizations, providing for appropriate controls in organizations, and in helping organizations to grow and change with the environment. In some cases students learn how to apply those theories.
3. **Attitude** - Students should finish the course with a realistic attitude towards organizations. For example, students may find out that business and management

is not inherently unethical. On the other hand, the course will not try to convince students that firms are great humanitarian or democratic institutions, either. Thus, this course is also meant to shape the attitudes of students towards business.

4. **Teamwork** – Students should have the opportunity to work in teams and gain experience in teamwork and cooperation. Most businesses now manage their work using teams and this course will set students on the right track to learning about teamwork. When students search for a job, most employers will ask about teamwork experiences. This course will provide in-class team exposure
5. **Writing & Analysis** - Students will complete some exercises, case analysis and write reports. These lectures and readings are designed to improve writing skills by learning to write a concise analysis of management challenges. This also involves an analytical component. Both writing and analysis should prepare students for higher level classes.
6. **Internet** - Students need to further develop internet skills to identify various resources available for organizations and to use them in enhancing decision-making and analytical skills.
7. **Structure** - The class will meet regularly at the assigned time and location. Class meetings will involve lectures, videos, and discussion of management issues, case studies, in-class quizzes, and five exams/tests.
8. **Attendance** - Attendance is expected for all lectures and in class activities. Attendance will be taken every day.
9. **Extra Credit** - Extra credit is *normally not available*.
10. **Missing or Late Assignments** - Late assignments will NOT be accepted. There is NO makeup work allowed for missed assignments.
11. **Changes** - The professor reserves the right to improve the materials and requirements at any time, with sufficient warning concerning assessments, exams, and assignments.

ACADEMIC HONESTY

Jinan University defines academic misconduct as any act by a student that misrepresents the students' own academic work or that compromises the academic work of another scholastic misconduct includes (but is not limited to) cheating on assignments or examinations; plagiarizing, i.e. misrepresenting as one's own work any work done by another; submitting the same paper, or substantially similar papers, to meet the requirements of more than one course without the approval and consent of the instructors concerned; sabotaging another's work within these general definitions. However, instructors determine what constitutes academic misconduct in the courses they teach. Students found guilty of academic misconduct in any portion of the academic work face penalties ranging from lowering of their course grade to awarding a grade of E for the entire course.