BA 502 – OPMGT 2023

Course overview

Studying operations management provides a valuable foundation for anyone seeking to improve organizational performance, optimize processes, and enhance their own professional skills and knowledge. The goal of this course is to give you a solid foundation and a set of analytical tools for understanding the decisions and tradeoffs managers must make as they direct the operations of a firm. From streamlining processes to increasing efficiency of resource use to enhancing customer experience - operations management provides tools for sustainable growth of the firms.

Why should ***you*** study operations? Some students who enroll in this course will start their own companies or go to work in the operations of a manufacturing or service company; for these people the course is essential. Many more will go to work in professional services, such as investment banks or consulting firms. Here, too, a good set of diagnostic and analytical tools in operations is invaluable. Consulting engagements often have a large operational component, the consultants helping the client company to restructure its operations. To properly value a merger or acquisition, investment bankers must understand the costs and benefits of combining the companies' operations.

Faculty Information

Masha Shunko
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Office Hours:

Mondays 2:30 - 3:30 pm (Zoom)

By appointment (PCAR420 or Zoom)

Or just knock on my door...

TA: Haonan Zhang

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Office Hours:
Fridays, 1:00 - 2:00 pm, PCAR 416

Course materials

1) Custom e-Textbook "Operations Management" by McGrawHill Create
available at: https://www.mheducation.com/highered/custom/product/9781307696875.htmlLinks to an external site.

Our bookstore has a paper-format version of the book (BA 502 Shunko, ISBN 9781309066966) - this version of the book is almost identical, except for one chapter on Statistical Process Control. You can freely use either version of the book. The same book was used last year.

Here is a list of reading assignments per each class

2) Online coursepack with cases, which you can purchase directly from HBSP. HBSP coursepackLinks to an external site. contains the cases and the link to the simulation game. An abridged version of the coursepackLinks to an external site. that contains simulation only.

3) Other Materials:

Blank and annotated slides, homework sets and solutions, sample exams and solutions, and supplemental files will be posted on Canvas.

4) Solutions to textbook problems with ** are available at: http://Links to an external site. cachon-terwiesch.net/3e/solved.phpLinks to an external site.

Review Sessions

On most Fridays (no sessions on 4/7, 4/28, and 5/5), Haonan Zhang (TA for the course) will conduct live review sessions in PCAR392 from 9:10 am to 9:50 am. You can find the problems (and the solutions) covered during the reviews sessions here. During the weeks without the live review sessions, I will post videos on Canvas where I walk you through the problems.

Homework assignments

Homework assignments are **individual** and should display your original work. I understand that you may talk to your classmates about the problems, which is OK. However, there should be no discussion and/or sharing of solutions / answers with your peers. Homework deadlines are specified in the course schedule.

Since I will post solutions very shortly after the homework deadline, no late assignments can be accepted!

Case assignments

All case assignments are to be submitted in teams through Canvas. For all case assignments, answer the questions posted on Canvas - There is no need to write an additional executive summary, conclusion etc. for your cases in this class. Be concise and to the point. Imagine that you are submitting a report to your upper management who have no time to read anything extraneous. When you need to make assumptions, state them clearly and explain why you are using them.

All case assignments are to be done in your study teams. Please note that all case assignments are due at **11:59 pm** on the night before class days specified in the schedule.

Online quizzes

All quizzes are due at 11:59 pm on Monday nights. Once you open the quiz, you will have 30 minutes to respond to about 5 multiple choice, True/False, and short answer questions. Notice that you will have only one attempt to submit your answers.

The questions are designed to make sure that you are following the material and are not falling behind. I will publish the answers after the deadline, and we will discuss them during the Friday review sessions.

The quizzes are to be done individually and are open book, open notes. I will only count 5 best quizzes for your final grade.

Final exam

Exam will be administered in class. It is closed book, closed notes. You can bring 1 double-sided 8x11 (letter-size) cheat sheet. You will need a calculator.

Simulation games

We will play two simulation games in class: Operations Management Simulation at Benihana (Class 4) and Supply Chain Simulation (Class 13).

You will access the Operations Management Simulation at Benihana through your HBSP coursepack. There are 6 challenged inside the simulation. You will play the first 5 challenges in class in teams of 2 and will debrief the results as we go. You will then plan the final challenge individually and will submit a paragraph describing the rational for your optimal strategy for Challenge 6.

In Class 13, you will play a Supply Chain Simulation Game in class in teams of 2. After you play the game, please submit a report online (individually) describing the strategy you played, your experience, and what you could improve in the future.

Participation

This course relies on active student learning. You are expected to attend all class sessions, come prepared, and be ready to contribute to the discussion when called upon. At times, we will do some (unannounced) class exercises and quizzes, participation in which will count towards your participation score. You are allowed up to two absences from such in-class activities.

Lean Project Presentation

Notice that we will not have class on 4/27. Instead you will take a week between 4/25 and 5/2 to work on the Lean Project:

- Pick a food establishment (McDonald's, Orin's, Domino's, etc)
- Analyze and visualize their existing process
- Pick a few areas of improvement for the process and propose solutions -- by then, we will cover many potential operational improvement, feel free to focus on anything that fits your application: capacity, throughput, demand and/or process variability, quality, waste, sustainability, etc.

You will then upload your slides on 5/1 and present you project in class on 5/2.

Course grading

Activity	**Grade weight**	**Type**
Participation	10%	Individual
Homework	12%	Individual
Quizzes	10%	Individual
Benihana Simulation Report	4%	Individual
Supply Chain Game Report	4%	Individual
Lean Project Presentation	10%	Team
Case Assignments	10%	Team
Final Exam	40%	Individual

Course schedule

You will find the course schedule and the links to all class pages here.

Teamwork

Many assignments (cases and the game) are performed in teams in this class; I expect every team member to contribute to the final product in a fair way (this applies to case assignments and game performance).

At the end of the course, I will ask every student to confidentially evaluate other team members' contribution to the team deliverables. These evaluations will be considered in grading of all team-based work.

Course policies

Late case assignments and homework cannot be accepted - solutions will either be discussed in class or posted on Canvas immediately following the deadline.

Academic integrity

Please treat the program, your classmates, your instructors, and yourself with respect at all times; this includes following the Foster MBA Honor Code.

When working in teams, collaboration ***within*** the group is expected and encouraged, however, each team should work independently and submit their own work (not borrowing from other teams or from other, potentially online, resources).