Institute of International Management

RA62000  Production and Operations Management  (生產與作業管理)
Spring 2010  (98 學年度第 2 學期)

The Institute of International Management is dedicated to providing a quality teaching and research environment to provide students with a broad, integrated knowledge of management in preparation for successful careers in business, government or academia.

General Program Learning Goals (goals covered by this course are indicated):

- 1 Graduates should be able to communicate effectively verbally and in writing.
- 2 Graduates should solve strategic problems with a creative and innovative approach.
- 3 Graduates should demonstrate leadership skills demanded of a person in authority.
- 4 Graduates should think with a global management perspective.
- 5 Graduates should possess the necessary skills and values demanded of a true professional.

Instructor: Dr. Don J.F. Jeng
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Office Hours: By appointment
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E-mail: jeng@mail.ncku.edu.tw
Class Time: 14:10-17:00 Thursday
Class Location:  Rm# 62401
Course TA: Ms. Bui My Trinh
TA’s E-mail: buimytrinh@gmail.com

Course Description:
This course covers the strategic aspects of converting inputs into products and services. Topics include operations strategy, manufacturing process selection and design, supply chain management, production planning and scheduling, and quality management. Students are expected to learn the best (or worst) practices of production and operations management through case discussion.

Course Objectives:
This course has been designed to achieve the following objectives:
- To acquaint students with operations terminology and concepts.
- To teach students how to analyze and understand situations from an operations perspective.
- To familiarize students with various real cases in day-to-day production and operations management.
- To assist students in understanding how the different functional areas interact and how that interaction ultimately affects the performance of the business.

Course Contents:
- Part 1: Competing with operations
- Part 2: Designing and managing processes
- Part 3: Designing and managing supply chains
Part 4: Supply chain design

Instruction Materials:

- Cases:
  - Harvard Business Publishing (http://hbsp.harvard.edu/)
    - *Ford Motor Co.: Supply Chain Strategy* by Robert D. Austin (699198-PDF-ENG)
    - *Lucent Technologies: Global Supply Chain Management* by Hau Lee, David W. Hoyt (GS01-PDF-ENG)
    - *Benihana of Tokyo* by W. Earl Sasser Jr., John R. Klug (673057-PDF-ENG)
  - Ivey Publishing (http://cases.ivey.uwo.ca/)
    - *COM DEV Xi'an - ISO 9000 Registration* by John S. Haywood-Farmer, Tom Gleave (9A98D009)
    - *Acer Group's China Manufacturing Decision* by Terence Tsai, Borshiuan Cheng, Donna Everatt (9A99M009)
    - *Taiwan's United Microelectronics Corporation (UMC)* by Tony S. Frost, Terence Tsai, Borshiuan Cheng, Changhui Zhou (9A98M017)
  - Unpublished, National Cheng Kung University
    - *V-Air 2010 Lunar New Year Sales Project* by Sam Wang and Don J.F. Jeng


- Other references will be delivered or announced in the class.

- **Important Notice:** All the instruction materials must be legal copies. The TA will group purchase the Harvard/Ivey cases for all class members. The price will be due in the first two week of the semester.

Course Arrangement and Requirement:

- Students are expected to form a group of three (one leader and two members) for pre-class case discussion, homework assignment, and to work on a term project. Each team member should contribute equally to the group. Your final grade in this area will also be based on peer evaluations from your team members.

- This course will run mainly in case discussion format. You are expected to be prepared and participate in class discussion. **Do not come to class unprepared.**

- A term project will be assigned at the beginning of semester, which contains four portions: proposal, status report, case writing, and case lead.

- A textbook is assigned for reference. Referring the cases to the textbook is highly recommended. Your study prior to the class will be much helpful for participation. You are welcome to discuss with me for all the materials covered in the textbook.

- One guest speech and a field trip are incorporated in this course to enhance the learning. The cost of field trip will be fully (or partially if possible) on students’ own.

Grading Policy:

- Class attendance 10% (under normal circumstance, see Other Policies: 2)
- In-class participation 20%
- Homework assignment 10%
- Term project 60%
  - Project proposal (10%)
  - Project status report (10%)
  - Project case writing (20%)
  - Project case lead (20%)

Class Schedule: (The schedule is subject to change due to class circumstances)

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPIC</th>
<th>READINGS (in advance)</th>
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<tbody>
<tr>
<td>1</td>
<td>2/25</td>
<td>Course overview</td>
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| 2    | 3/4  | Textbook: Using Operations to Compete  
Introduction to the term project assignment | Chapter 1 |
| 3    | 3/11 | Harvard Case: *Ford Motor Co.: Supply Chain Strategy*  
Textbook: Designing Effective Supply Chains | Case# 699198-PDF-ENG  
Chapter 9 |
| 4    | 3/18 | Harvard Case: *Benihana of Tokyo*  
Textbook: Developing a Process Strategy | Case# 673057-PDF-ENG  
Chapter 3 |
| 5    | 3/25 | Term Project Proposal (presentation) |                      |
| 6    | 4/1  | Class suspended: holiday |                      |
| 7    | 4/8  | Ivey Case: *COM DEV Xi'an - ISO 9000 Registration*  
Textbook: Managing quality | Case# 9A98D009  
Chapter 5 |
| 8    | 4/15 | Class rescheduled to 9:10-12:00, 4/14  
Guest Speech: Eric Tsai, General Manager, Advanced Renewable Energy Inc. (AREi) |                      |
| 9    | 4/22 | Class rescheduled to 9:10-12:00, 4/21  
Field Trip: AREi Solar Power Plant |                      |
| 10   | 4/29 | Harvard Case: *Lucent Technologies: Global Supply Chain Management*  
Textbook: Integrating the Supply Chain | Case# GS01-PDF-ENG  
Chapter 10 |
| 11   | 5/6  | Term Project Status Report (Report + Presentation Slides due 5/5) |                      |
| 12   | 5/13 | Ivey Case: *Acer Group's China Manufacturing Decision*  
Textbook: Locating Facilities | Case# 9A99M009  
Chapter 11 |
| 13   | 5/20 | NCKU Case: *V-Air 2010 Lunar New Year Sales Project*  
Guest Speech: Sam Wang, Assistant General Manager, Vietnam Airlines - Taiwan |                      |
| 14   | 5/27 | Ivey Case: *Taiwan's United Microelectronics Corporation (UMC)*  
(Term Project: Case Writing Due) | Case# 9A98M017 |
| 15   | 6/3  | Project: Case Leading |                      |
| 16   | 6/10 | Project: Case Leading |                      |
| 17   | 6/17 | Project: Case Leading |                      |
| 18   | 6/24 | (Final Exam Week) Project: Case Leading |                      |
Other Policies:

1. Assignment and Grading:
   - All assignments must be typed not hand-written and must be submitted with a cover page typed on your name and student ID.
   - Assignment is due exactly at the prescribed time. No late assignment is accepted.
   - Any questions or complaints regarding the grading of an assignment or report must be raised within one week after the score or the graded assignment is made available.
   - All assignments and reports should be your original work/concept.

2. Attendance:
   - You must display your name tag in front of the desk for discussion purpose.
   - You have to sign the attendance sheet when enter the classroom.
   - If you sign for other students or do not sign on the attendance sheet, you will be regarded as “being absent” no matter what evidence you provide to the lecturer afterwards.
   - If you come in class late or leave early, your attendance counts a half only.
   - There is no need for you to ask for apology when you are absent from class.
   - Student leave (whether casual or sick leave) exceed one third (1/3) of the total lecture hours in the semester will automatically results FAIL in the final grade.

3. Penalty for cheating and plagiarism will be extremely severe. Use your best judgment. If you are not sure about certain activities, consult the instructor. Standard academic honesty procedure will be followed and active cheating and/or plagiarism automatically results FAIL in the final grade.

4. You are expected to come fully prepared to every class and responsible for everything discussed in class. Note your attendance and participation counts. You may receive a zero for absence or lack of participation.

5. The laptop/notebook usage is limited only for in-class related activity purpose. The Internet surfing, chatting, or any other non-class-related usages are forbidden.

6. No incomplete grade under nearly all situations unless one have sound reason and documented evidence. A student who received an incomplete must have completed or passed a significant portion of the course.

7. Pay very careful attention to your e-mail correspondence. It reflects your communication skills. Avoid use non-standard English such as "how r u?" in your e-mail message. In addition, I recommend you put the class number and a brief summary of your question in your e-mail subject. For example,

   Subject: RA62000 A question on term project

8. I immediately discard anonymous e-mails.

9. The ringing, beeping, buzzing of cell phones and/or watches during class time is extremely rude and disruptive to your fellow students and to the class flow. Please turn all cell phones and watches off or into silent mode prior to the start of class.

10. For any disability accommodations needed for the course, please notify the instructor during the first week of the semester.