Course: Operations Management (Day MBA)

Subject: This course is intended to give MBA students a good grounding in the terminology of Operations Management and an overall perspective of Operations Management within the context of the organization. Though the course contents, as shown below, could be enhanced in a number of ways, it is designed to emphasize a case discussion as opposed to lecture approach. That is, in each class, cases are assigned as material to be read and presented by students prior to study of the chapter and discussion of the material in class. In this way, all the students would be inspired to well prepare in advance for the case discussion.

Class format: All students, either as a presenter or a responder, have to contribute to each case discussion. The cases are to be assigned in the following tables. Each group is assigned to fully prepare for four assignments. Specifically,
(1) Students are divided into 6 groups.
(2) In each class, two groups are assigned for a full study and presentation of the assigned problems, while the other four groups not assigned have to prepare a 1 page brief review of the assignment. Both have to email their works, either by PPT or Words, to Moodle before the class.
(3) The two groups responsible for a full case study will be randomly chosen to present their works as the primary group –presenting first, and the supplementary group. Each group needs to have 2 students present each time. All members in a group need to present at least once.
(4) Each responder, other than the presenting groups, has to ask at least one question and answer questions as well.
(5) In each class, the responders grade the presenters, and the two assistants grade the responders based on their questions and answers. Students in the presenting groups, yet not presenting, can defend for their presenters. Defending score will be counted as presenting score. Therefore, at the end, each student has two scores: presenting score and response score.
(6) The assignments, as shown below, could be video case, case study, and end-of-chapter problems.
(7) Language: English.


Grade: (1) Final exam (30%)
(2) Final project (20%)
(3) Case presentations (30%)
(4) Responses (20%)

Class schedule:

<table>
<thead>
<tr>
<th>WK</th>
<th>Date</th>
<th>Contents</th>
<th>Video case</th>
<th>Case/End-of-chapter problem</th>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2/24(Th)</td>
<td>Briefing</td>
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<td>2</td>
<td>3/3(Th)</td>
<td>Ch1: Operations and Productivity</td>
<td>HARD ROCK CAFÉ (C)</td>
<td>ZYCHOL CHEMICALS CORP (Q/Excel)</td>
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<td></td>
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<td>The Role of OM and Demand Forecasting:</td>
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<td>3</td>
<td>3/10(Th)</td>
<td>Ch2: Operations Strategy in a Global Environment</td>
<td>STRATEGY AT REGAL MARINE (C)</td>
<td>HARD ROCK CAFE’S GLOBAL STRATEGY (C)</td>
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<td>4</td>
<td>3/17(Th)</td>
<td>Ch4: Forecasting</td>
<td>FORECASTING AT HARD ROCK CAFÉ (Q/Excel)</td>
<td>Prob. 4.44 (Q/Excel)</td>
<td>3,4</td>
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<td></td>
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<td>Designing Operations:</td>
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<td>5</td>
<td>3/24(Th)</td>
<td>Ch 5: Design of Goods and Services</td>
<td>PRODUCT DESIGN AT REGAL MARINE (C)</td>
<td>DE MAR’S PRODUCT STRATEGY (C)</td>
<td>5,6</td>
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<td>6</td>
<td>3/31(Th)</td>
<td>Ch 6: Managing Quality</td>
<td>RITZ-CARLTON HOTEL QUALITY (C)</td>
<td>SOUTHWESTERN UNIVERSITY (C/Q)</td>
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<td>7</td>
<td>4/7(Th)</td>
<td>Spring Break</td>
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<td>8</td>
<td>4/14(Th)</td>
<td>Ch 7: Process Strategy</td>
<td>PROCESS ANALYSIS AT ARNOLD PALMER HOSPITAL(C)</td>
<td>ROCHESTER MANUFACTURING CORPORATION (C)</td>
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<tr>
<td>9</td>
<td>4/21(Th)</td>
<td>Ch 8: Location Strategies</td>
<td>WHERE TO PLACE HARD ROCK’S</td>
<td>Prob.8.15 &amp; 8.19 (Q/Excel)</td>
<td>5,6</td>
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<tr>
<td>Date</td>
<td>Time</td>
<td>Chapter/Section</td>
<td>Title</td>
<td>Prob/Excel</td>
<td>Notes</td>
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<td>10/28(Th)</td>
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<td>Ch 9: Layout Strategy-1</td>
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<td>11/5 (Th)</td>
<td></td>
<td>Ch 9: Layout Strategy-2</td>
<td>LAYING OUT ARNOLD PALMER HOSPITAL’S NEW FACILITY (C/Q)</td>
<td>Prob.9.8, 9.12 (Q/Excel)</td>
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**Managing Operations:**

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<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Chapter/Section</th>
<th>Title</th>
<th>Prob/Excel</th>
<th>Notes</th>
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<tbody>
<tr>
<td>12/5/12(Th)</td>
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<td>Ch 10: Human Resources (P.375-385)</td>
<td>HARD ROCK’S HUMAN RESOURCE STRATEGY (C)</td>
<td>KARSTADT vs J. C. PENNEY (C)</td>
<td>5,6</td>
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<tr>
<td>13/5/19(Th)</td>
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<td>Ch 11: Supply-Chain Management</td>
<td>SUPPLY CHAIN MANAGEMENT AT REGAL MARINE (P. 447) (C)</td>
<td>• DELL’S SUPPLY CHAIN AND THE IMPACT OF E-COMMERCE (p.445) (C) • E-COMMERCE AT AMAZON.COM (p.460) (C)</td>
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<tr>
<td>14/5/26(Th)</td>
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<td>Ch 12: Inventory Management (P.463-479)</td>
<td>INVENTORY CONTROL AT WHEELED COACH (C)</td>
<td>Prob.12.2, 12.9 (Q/Excel)</td>
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<td>15/6/2 (Th)</td>
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<td>Ch 16: Just-in-Time and Lean Production Systems</td>
<td>JIT AT ARNOLD PALMER HOSPITAL (C)</td>
<td>Prob.16.4 (Q/Excel), 16.5 (C)</td>
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**Tips to Present A Case:**

1. Tips in the writing procedure.
   (1) Develop a draft first and then revise it into the final report.
   (2) Before writing the draft, you should always consider the level and needs of the reader.
   (3) Decide what you plan to say based on how you will be persuading others to accept your action plan.
   (4) When writing the draft, follows:
      (a) Write quickly and without hesitation,
      (b) Not worrying about spelling or grammar;
      (c) Use paragraphs that contain only one or two major ideas;
      (d) Use familiar and simple words;
      (e) Support all statements with facts;
      (f) Use forceful and convincing arguments.
   (5) In revising the draft, you need to check the organization of the paper to make sure it is logical and clear, correct, and accurate, and free from grammatical errors and problems.

   (1) The same outline employed with the written report can be used for an oral presentation.
   (2) When making an oral presentation, you should keep a number of points in mind:
      o Adequately prepare before class.
      o Keep an open mind.
      o Market and sell your idea.
      o Incorporate outside experiences.
      o Listen to others.
      o Be brief.
      o Take an offensive, not a defensive position.
      o Listen to and learn from other students.
      o Be courteous and constructive.
      o Don't repeat yourself.
      o Don't repeat others.
      o Don't overemphasize one particular point.
      o Avoid changing the topic suddenly.

3. The required contents in a written report (PPT or Words) [Note: each page can include 1~2 slides.]:
   o Title of the Plan and members’ names (1st page)
   o Analysis of Alternatives (1 page)
   o Table (or Subtitles) of Contents (2nd page)
   o Detailed Recommendations (1 page)
   o Summary of Findings (1 page)
   o Implementation and Evaluation (1 page)
   o Background Information (1 page)
   o Appendices (depends)
   o Problem Statement (1 page)