

Professional MBA Program
Fall 2020
OPIM 801 – OPERATIONS MANAGEMENT
(Altunizade Group)

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Course Description:

Operations management deals with the design, production and distribution of goods and services. Managerial issues and decision problems include the design, planning, and control of processes at strategic and operational levels. Concepts and tools used in generating solutions to problems in both manufacturing and service are discussed. Topics include operations strategy, process strategy, inventory management, quality management, and supply chain management.

Course Objectives:

1. To understand components of the operations management function in different organizational settings.
2. To understand the strategic and tactical issues in operations and supply chain management.
3. To develop an understanding of business processes, process flows, and process quality.
4. To understand the concepts of operations planning and control such as forecasting, inventory management and quality management.
5. To be able to communicate the results of operations analysis, orally and in writing.

Note: Program learning outcomes can be reached via
<https://sbs.sabanciuniv.edu/en/pmba-curriculum>

Learning Outcomes:

Upon successful completion of the course, the student should be able to:

1. Define operations management and its relation to the other functions.
2. Demonstrate understanding of process strategy and its implications.
3. Assess the impact of uncertainty on system performance.
4. Analyze and improve process quality.
5. Demonstrate understanding of key supply chain management concepts.
6. Use different forecasting techniques and interpret results.
7. Demonstrate understanding of the basic inventory management concepts.

Course Materials:

Textbook:

We will be following the textbook given below. You might order the book from Homer Bookstore via the following link: <https://www.homerbooks.com/urun/operations-management-sustainability-and-supply-chain-management>

- Heizer, J., Render, B., Munson, C. “**Operations Management: Sustainability and Supply Chain Management**”, 13th edition, Pearson, 2019.

Simulation:

You will be playing the Global Supply Chain Simulation in class in Lecture 8. Simulation will be played in groups of three. You will need to bring your laptop with you to the class to play the simulation. Further instructions for access will be provided in due course.

List of Cases:

Case 1	Date: December 11, 2020, Friday 17:59
	Case: Operations strategy at Galanz
	Type: HBS
	Subject: Operations strategy
	Teamwork?: Yes, in teams of three
	Grading: Team

Reading Assignments:

No	Article Details
1	Subject: Supply Chain Management (Lecture 4) Type: Article Title: “ What is the right supply chain for your product? ”, M. L. Fisher, Harvard Business Review, Mar/Apr 1997, 75 (2), pp.105-116.
2	Subject: Supply Chain Management (Lecture 4) Type: Article Title: “ The Bullwhip Effect in Supply Chains ”, H. L. Lee, V. Padmanabhan, S. Whang, <i>Sloan Management Review</i> , 38 (3), Spr 1997, 93-102.
3	Subject: Strategic Sourcing (Lecture 6) Type: Article Title: TBA

Course Web:

Course syllabus, reading assignments and lecture notes will be available in the form of documents and slides on OPIM 801 SUCourse+ site.

Instructional Design:

The course will be taught using a blend of lectures, in-class exercises, discussions, and reports of cases and simulations prepared by the students in teams. Students are advised to check SUCourse+ site regularly for updated versions including the highlights of class discussions. Students are expected to come to the class prepared by reading the assigned material, and to actively and meaningfully participate in class discussions.

Grading:

Attendance and participation	: 10%
Case report	: 10%
In-class exercises	: 12%
AGORA: Online Discussion	: 8 %
Simulation and report	: 15%
Final exam	: 45%

Peer Evaluation in Teamwork

Students will be asked to provide an evaluation of the members of their team in *Case Report* and *Simulation Report*. Each student will divide 100 points between the members of her team, including herself. This division should reflect that person's judgment of the contribution of the members of her team. The scores should not be merely functions of time spent by each member, but they should be measures of the "contribution;" their relative contribution to the related requirements of the assignment. If the team was highly functional, and each member did what they committed themselves to, then the student can assign the same mark to each member of the team. If, on the other hand, some members of the team did not contribute as much as the others, then points can be distributed unevenly.

The points submitted by all members of the team will be aggregated by the instructor. Every student will be given his/her aggregate peer evaluation, without disclosing the individual peer evaluations to the students.

In case there is no consensus among the team, for example, if two students divide the marks evenly and the third one divides them unevenly, then the instructor will use his/her judgment to assign peer evaluation marks--possibly after meeting with the members of the team. In cases where there are conflicting marks, it is most likely that the instructor will meet with the team members and provide a mark based on an interview. Past experience indicates that in most groups points will be distributed evenly. There will be a few groups where peer evaluations will play a role in the marks. The primary goal of this exercise is to avoid giving undeserved credit to individuals who did not help their teams.

The peer evaluation will have a direct impact on your *Case Report* and *Simulation Report* grades. To give a simple example, if the group mark is 80 out of 100 in *Case Report* assignment, and if your peer evaluation indicates that your contribution was less than what was expected, then your *Case Report* mark will be less than 80 out of 100. There are no simple rules for adjustment.

Requirements:**Final Exam:**

This course component constitutes 45% of your overall grade. The Final Exam will be open-book and consist of three parts. The first part includes true-false and multiple choice questions. The second part includes short, open-ended questions. The third part includes quantitative analysis (formulas will be provided, but you need to know when to use which formula!). Topics included in the exams and the anticipated dates of the exams are provided on the schedule. The makeup exam will only be given in the case of plausible excused absences (for health reasons, etc.), which must be documented.

Case report:

This course component constitutes 10% of your overall grade. There will be one case analysis report to be prepared and submitted in teams of three. The teams should work to address the issues raised in the case, clearly identify the problems to be studied, determine and apply the necessary tools for the required analysis. The case reports will be submitted through SUCourse+.

In-class exercises:

This course component constitutes 12% of your overall grade. There will be 3 in-class exercises, each of them counting towards 4% of your overall grade. In-class exercises will be assigned during class hours. They may be group or individual exercises. These will be completed during class and submitted at the end of the class hour. Still very few of them might be started in-class and submitted afterwards at the times to be announced by your instructor. You are expected to work on the assigned exercises by communicating with both your classmates and the instructor. Although these in-class exercises will be graded, they are not quizzes but means to learn the topics actively during class hours.

AGORA - Online Discussion: The impact of Covid19 on Supply Chains:

This course component constitutes 8% of your overall grade. It is designed as an agora of ideas for co-creation of knowledge. Between **December 28, Monday and December 30, Wednesday**, students will discuss the issue of “**The impact of Covid19 on Supply Chains**” by posting their comments on SuCourse+. Each student is expected to post at least one comment and meet the following two criteria:

- (i) refer to at least one relevant academic/managerial article
- (ii) build on/reflect on the comments of other fellow classmates and/or the discussions of the panel with guest speakers in Lecture 6 (December 26, Saturday).

Attendance and participation:

This course component constitutes 10% of your overall grade. Please note that class participation is not only about attendance to the lecture, but also about participating to the discussions in a constructive and engaging manner. Not only the frequency, but also the quality of the comments and questions will be assessed as well; therefore, students are highly advised to read the course materials before coming to the lecture. Students are also expected to comply with classroom policies and conduct summarized on page 5 of this syllabus. Points can be taken off for not complying with the classroom policies and conduct.

Simulation:

This course component constitutes 15% of your overall grade. This group assignment relates to the Global Supply Chain Simulation we will play in Lecture 5 (**December 25, 2020, Friday: 18:00-22:00**). You will play this simulation in groups of three. In this interactive online simulation, together with your teammates you will be managing a global supply chain of mobile phones. Your success is measured by company profits as well as votes by your company’s board members. The simulation will be played in Lecture 5 (**starts at 18:00 sharp!**).

Preparation before class is not necessary for playing the simulation. After playing the simulation, you will be asked to answer some questions about the motivation for your decisions, how you evaluate your own performance, and learning points (Questions will be provided at the end of Lecture 5), and write a brief report answering these questions. The report should not be longer than 1500 words. The deadline to submit the simulation report is **January 8, Friday, 17:59**).

The grading criteria are as follows:

- Simulation report – 60 %
- Simulation performance – 40 % (Simulation performance will be assessed by: 75% financial results, 25% the number of board votes you achieve).

Academic Honesty:

Learning is enhanced through cooperation and as such you are encouraged to work in groups, ask for and give help freely in all appropriate settings. At the same time, as a matter of personal integrity, you should only represent your own work as yours. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting your ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited. Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing (slides, MS Excel files, reports, etc.) with anyone. Using ideas, text and other intellectual property developed by someone else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one's paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Please pay utmost attention to avoid such accusations.

Classroom policies and conduct

Sabancı Professional MBA Program values participatory learning. Establishing the necessary social order for a participatory learning environment requires that we all:

- Come prepared to make helpful comments and ask questions that facilitate your own understanding and that of your classmates. This requires that you complete the assigned readings for each session before class starts.
- Listen to the person who has the floor.
- Attend the sessions on time.

Course Schedule:

Lecture 1	Date: December 5, 2020, Saturday: 09:00-13:00 Topic: Introduction to Operations Management Requirements: Read Chapters 1 & 2
Lecture 2	Date: December 11, 2020, Friday: 18:00-22:00 Topic: Case discussion Forecasting In-class exercise #1: Forecasting Requirements: Submit Case Report due December 11, 2020, Friday 17:59 Read Chapter 7
Lecture 3	Date: December 12, Saturday: 14:00-18:00 (<i>Joint Session</i>) Topic: Inventory Management In-class exercise #2: Inventory Management Requirements: Read Chapter 12
Lecture 4	Date: December 19, 2020, Saturday: 09:00-13:00 Topic: Supply Chain Management Requirements: Read Chapter 11 Reading Assignments 1 & 2
Lecture 5	Date: December 25, 2020, Friday: 18:00-22:00 Topic: Simulation Requirements: Global Supply Chain Management Simulation
Lecture 6	Date: December 26, 2020, Saturday: 14:00-18:00 (<i>Joint Session</i>) Topic: Strategic Sourcing Panel: The Impact of Covid19 on Supply Chains Requirements: Additional slides on SuCourse+ Reading Assignment 3
Lecture 7	Date: December 28-December 30 (No lecture on January 2, Sat.) Topic: AGORA: The Impact of Covid19 on Supply Chains Requirements: Online Discussion: Post your comments on SuCourse+
Lecture 8	Date: January 8, 2021, Friday: 18:00-22:00 Topic: Process strategy Quality Management Requirements: Read Chapters 4 & 6
Lecture 9	Date: January 9, 2021, Saturday: 14:00-18:00 (<i>Joint Session</i>) Topic: Statistical Process Control (SPC) In-class exercise #3: Statistical Process Control Requirements: Read Chapter 6S
Lecture 10	Date: January 16, 2021, Saturday: 09:00-13:00 Topic: Project Management Reflections Requirements: Read Chapter 3
Final Exam	Date: January 23, 2021, Saturday: 09:00-12:00 (<i>Joint Session</i>) Topic: FINAL EXAM Requirements: Scientific calculator