

Professional MBA Program
Fall 2021
OPIM 801 – OPERATIONS MANAGEMENT

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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.

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.

- 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: January 15, 2022, Saturday 08:59
	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	: 15%
AGORA: Online Discussion	: 10%
Simulation and report	: 15%
Final exam	: 40%

Requirements:**Final exam:**

This course component constitutes 40% 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 15% of your overall grade. There will be 3 in-class exercises, each of them counting towards 5% 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 10% of your overall grade. It is designed as an agora of ideas for co-creation of knowledge. Between **January 17, Monday** and **January 21, Friday**, 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 5 (January 15, 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 pages 4-5 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 7 (**January 22, 2022, Saturday: 09:00-13:30**). 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 7 (**starts at 09:00 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 7), 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 31, Monday, 09:00 A.M.**

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: January 7, 2022, Friday: 19:00-22:00 (Online)
	Topic: Introduction to Operations Management
	Requirements: Read Chapters 1 & 2
Lecture 2	Date: January 8, 2022, Saturday: 13:30-18:00 (Online)
	Topic: Introduction to Operations Management (<i>continued</i>) Forecasting
	Requirements: In-class exercise #1: Forecasting Submit Case Report due January 15, 08:59 Read Chapter 7
Lecture 3	Date: January 14, 2022, Friday: 19:00-22:00 (Online)
	Topic: Inventory Management
	Requirements: In-class exercise #2: Inventory Management Read Chapter 12
Lecture 4	Date: January 15, 2022, Saturday: 09:00-12:30 (Online)
	Topic: In-class case discussion Supply Chain Management
	Requirements: Read Chapter 11 Reading Assignments 1 & 2
Lecture 5	Date: January 15, 2022, Saturday: 13:30-18:00 (Online)
	Topic: Supply Chain Management
	Requirements: Panel: The Impact of Covid19 Pandemic on Supply Chains Read Chapter 11 Reading Assignments 1 & 2
Lecture 6	Date: January 21, 2022, Friday: 19:00-22:00
	Topic: Strategic Sourcing
	Requirements: AGORA (Post comments on SuCourse, due: January 21, 18:59) Additional slides on SuCourse+
Lecture 7	Date: January 22, 2022, Saturday: 09:00-13:30
	Topic: Simulation
	Requirements: Global Supply Chain Management Simulation
Lecture 8	Date: January 22, 2022, Saturday: 14:30-18:00
	Topic: Simulation discussion Process Strategy
	Requirements: Read Chapter 4

Lecture 9	Date: January 28, 2022, Friday: 19:00-22:00
	Topic: Quality Management and Lean Operations
	Requirements: Read Chapters 6 & 16
Lecture 10	Date: January 29, 2022, Saturday: 09:00-12:30
	Topic: Statistical Process Control (SPC)
	In-class exercise #3: Statistical Process Control
	Requirements: Read Chapter 6S
Lecture 11	Date: January 29, 2022, Saturday: 13:30-18:00
	Topic: Project Management
	Reflections
	Requirements: Read Chapter 3
Final Exam	Date: February 5, 2022, Saturday: 14:00-17:00
	Topic: FINAL EXAM
	Requirements: Scientific calculator