

Executive MBA Program  
Fall 2021  
OPIM 902 – Operations Management

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**Course objective:**

Operations Management is concerned with the design, management, and improvement of the processes that transform inputs into finished goods or services. As it is one of the main functions of a firm, decisions made in operations have implications in other functions such as cost accounting, marketing and strategy. The objective of the course is to provide you with the basic skills necessary to critically analyze a firm's operating performance and practices. You will be introduced to a set of decisions in operations ranging from tactical to strategic. When models are discussed, the focus will be on gaining insight on their application, rather than their mathematical derivation.

**Learning outcomes:**

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

- Define, analyze and evaluate the performance of processes;
- Understand the impact of process and demand variability on performance;
- Develop a coherent supply chain strategy by identifying the operational capabilities needed to support the strategy;
- Understand the role of inventory and evaluate the strategic aspects of inventory policies;

**Optional reading material:**

The following readings are optional and for reinforcement of particular topics, assigned from the *Harvard Business School Core Curriculum on Operations Management*:

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| 1) Operations Strategy (HBP No: 8000)                              | 4) Managing Queues (HBP No: 8047)        |
| 2) Process Analysis (HBP No: 8007)                                 | 5) Managing Inventory (HBP No: 8016)     |
| 3) Designing, Managing, and Improving<br>Operations (HBP No: 8012) | 6) Supply Chain Management (HBP No:8031) |
|  | 7) Managing Quality (HBP No: 8025)       |

**Recommended textbook:**

F. Robert Jacobs and Richard B. Chase, Operations and Supply Chain Management, 16th Edition, McGraw-Hill, © 2020.

**Evaluation:**

In-class exercises and simulation games (individual):	30%
Case assignments & discussions/reflections (group):	40%
Homework assignment (individual – submitted at the end of the semester):	30%

**Remarks:**

- ***in-class exercises*** are numerical examples that we develop together during the class (mainly in MS Excel) to reinforce the quantitative topics discussed in the course. The students are then asked to submit their work individually, as part of their evaluation.
- ***Simulation games*** will be played during the class (or offline in the interest of time) and individual grades are assigned to the students based on their participation (and *not* their performance in the game).
- ***Case assignments & discussions/reflections*** are done in groups. The students will be asked to read the articles or the cases individually, and the groups will be asked to work on their presentation or reflection during or before the class time and then present their work in class.
- The ***homework assignment*** is to examine the students' reflection of the discussed course topics on their jobs and within their companies. The assignment contains several questions that can be completed week by week as we progress through the topics.
- To enrich the participatory learning environment of the Executive MBA program, the students are encouraged to be present in class on time and well-prepared, by studying the assigned core readings, articles and cases beforehand and participating in class discussions with insightful and constructive comments and questions based on their work experience and interests.
- SUCourse and email are the official means of communication in this course and it is the student's responsibility to review messages and posts frequently.
- All submitted in-class, homework and case assignments must directly reflect the individual or the team's own work and all members' participation. Please do not share your work with others, as that will be considered collusion. Cheating, plagiarism or collusion could result in an F grade and disciplinary action.
- ***Please bring your laptops to all sessions!***

**Course Program:**

Week	Topic	Reading	Articles, Cases & Simulation Games (HBSP Course Pack)
1	Introduction to O&SCM Operations Strategy	1	The History and Future of Operations Coronavirus & Resilient Supply Chains
2	Process Analysis & Design	2 &3	Oliver’s Diner
3	Managing Waiting Lines	4	Multiple Server Queues Managing Security Screening Lines at Logan Airport
4	Service Processes	---	Benihana of Tokyo Benihana V2
5	Managing Inventory	5	Inventory Basics Amazon Go
6	Supply Chain Management	6	Apple Inc.
7	Supply Chain Management	6	Root Beer Game V2
8	Quality Management & Six Sigma	7	Six Sigma: A Basic Overview Samsung Electronics
9	AI, digitalization and the future of Ops Management	---	A Brief History of AI AI and The Future of Work AI and ML as Business Tools Vispera

\*Several speakers from industry will be invited to share their insight and overview of supply chain management in their companies throughout the semester. Their schedule will be announced on a rolling basis.

\*\* Slight changes may be made to the course contents and the schedule, based on the students’ feedback and in the interest of better class performance.