Course overview and objective
Operations Management concerns the production function of the firm including both manufacturing and service operations. While it has always been an essential activity (in conjunction with finance, marketing, human resources, and other functions), operations management has assumed greater significance during the last and current decades. The primary reason for this is that efficient and effective operations management is being viewed by top management as a cutting-edge tool for obtaining a competitive advantage in a very competitive era.

This core course explores important concepts and issues in operations management. An effort has been made to include topics of contemporary interest. These include manufacturing and service operations, operations strategy, productivity and competitiveness, total quality management, just-in-time concepts, process reengineering, and supply chain management. The primary objective of the course is to provide a comprehensive overview of operations management that exposes students to both the principal concepts and methods and real-world nuances. To this end, class meeting times are comprised of a mixture of lectures by the instructor and presentations by students. It is expected that students will keep up with all the reading assignments.

Course Presentations
You will be responsible for four article presentations and one project.

Article presentations must be from current articles (published on or after 2012) regarding supply chain and operations management issues such as Product or Service Design / New Product Development, Supply Chain Management, Globalization / Outsourcing and Sustainability. Sources include (but are not confined to) the following business and trade journals such as:

● Business Week
● Wall Street Journal
● Forbes
For each article, a group is required to provide a paper containing at a minimum (i) a one-page executive summary, double-spaced, 12 size font (ii) a copy of the article (iii) concise but multi-page (as needed based on article) evaluation of key points or message of the article including your thoughts / analysis of the article with the same format specs. as the article summary (iv) a paper copy of the presentation. In addition, an electronic version of the presentation will be collected by the instructor. Presentations will be made during class as scheduled.

Presentations and write-ups will be judged on (i) the content of the articles – the more depth and relevance, the better (ii) the quality of the analysis and summary in the written paper (including spelling and punctuation) (iii) the quality of the presentation.

Course Project
This is an in-depth analysis of a major operation of a real-world company (see suggested topics below). Major operations include, for instance, supply chain management, total quality management, manufacturing processes, service processes, facility location, outsourcing, inventory management, lean /JIT production, new product development etc.

In-depth analysis means that there is comprehensive description and discussion of the operation (data can be disguised or omitted if necessary). An evaluation with comparisons or suggestions for improvement / streamlining to make the operation more effective and/or efficient is expected. The expected length of the paper for each operation is about eight pages double spaced, and should include one page for an executive summary attached at the beginning, 3-4 pages of company and operation description and 3-4 pages of analysis. Supporting material such as articles from the internet should be put in an appendix.

Project presentations should focus on the principal issues and findings of the operation. Both hard and electronic copies of the presentations will be collected. Note the statement regarding participation in class presentations and/or project in the previous section on course presentations. Projects will be evaluated on relevance, depth, and clarity of analysis. Presentations will be evaluated on clarity and quality. Professional quality is best.

Exams
There are three class exams with dates specified in the syllabus. These exams are multiple-choice or short answer and are closed-book. Students are expected to be present on exam days and makeup’s are generally not provided. Exam duration is approximately one hour.

Attendance & Participation
Regular attendance is expected. Following University guidelines, no distinction is made based on the cause of absence with the following exceptions: (a) documented jury duty (b) documented
university-sanctioned activity. 2% is deducted from the overall course score for each absence and students absent for more than two classes will be asked to drop the course. Note that a student is expected to be present for the full duration of a class and leaving after the mid-class break will constitute an absence. Discuss with professor in advance if early leave or later arrival are necessary. A degree of participation in class discussions is expected – this should be meaningful.

Course Performance & Grading
Course grading and performance will have four components. Details regarding these, as well as the relative weights are provided below.

- Attendance / Participation: 4%
- Article presentations: Four at 4%. Total 16%.
- Project: 20%
- Exams: Each Exam 20%. Total 60%.

Grading: A: 92+, AB; 88+, B: 82+, BC; 78+; C: 72+, etc. A curve may be used if necessary, depending on the general level of class performance.

The Honor Pledge
I recognize the importance of personal integrity in all aspects of life and work. I commit myself to truthfulness, honor and responsibility, by which I earn the respect of others. I support the development of good character and commit myself to uphold the highest standards of academic integrity as an important aspect of personal integrity. My commitment obliges me to conduct myself according to the Marquette University Honor Code.

College of Business Administration Assessment Statement
The fundamental mission of the College of Business Administration is to provide a quality education grounded in Catholic, Jesuit intellectual values. Students are expected to learn how to function effectively in a diverse and global economy and develop into responsible members of the business community. As one of many methods of assuring that the goals of our educational mission are successfully met, the college regularly and systematically engages in the assessment of these competencies.

Students in the Bachelor of Science in Business Administration program are assessed on their ability to reason ethically, communicate effectively, analyze critically, and understand local, national and global business and cultural issues. Students in our MBA programs are also assessed on their competency to communicate effectively, reason ethically and apply critical thinking, as well as their capacity to comprehend the global strategic issues of firms and perform fundamental activities of business managers. Students in our other graduate programs are assessed on specific competencies related to their disciplines.

Assessment takes place each semester in all programs and settings using quantifiable measures to gather and analyze information to help continuously improve the educational process. The
College of Business Administration is dedicated to successfully providing a quality education for all students. Assessment is the continuous improvement process of evaluating our success.

- The College’s MBA assessment goals are:
  i. Perform the fundamental activities of business
  ii. Communicate effectively in business settings
  iii. Comprehend global strategic issues of a corporation
  iv. Apply ethical reasoning to business situations
  v. Use critical thinking skills to make sound managerial decisions

More information on assessment can be found at (http://www.marquette.edu/assessment/) or (http://www.busadm.mu.edu/undergraduate/LearningObjectives.shtml)

Be Aware of Emergency Exits  (Don’t wait for the emergency)

Disability Services – available accommodations as needed.
Course Schedule

Session 1. 01/23
   Introduction to Course – Review of Syllabus
   Class Format (lecture, breaks, presentations)
   Class Project & Article Discussion
   Chap. 1, 2 & 3 (Introduction, Strategy, & Design)

Session 2. 01/30
   Chapters 4, 5, & 6 (Project Management, Strategic Capacity, Learning Curves)
   1st Article & Presentations Due

Session 3. 02/06
   Chapters 7, 9, & 24 (Manufacturing Process, Service Process, Healthcare)
   Exam I (Chapters 1-6)

Session 4. 02/13
   Chapters 8, 10, 11 (Facility Layout, Waiting Line, Process Design)
   2nd Article & Presentations Due

Session 5. 02/20
   Chapters 12, 13, 14 (Six Sigma, Statistical Quality Control, Lean)
   Exam II (Chapters 7, 8, 9, 10, 11, 24)

Session 6. 02/27
   Chapters 15, 16, 19 (Logistics, Global Sourcing, Sales & Operations Planning)
   3rd Article Presentations Due

Session 7. 03/05
   Chapters 17, 20, 21 (ERP, Inventory, MRP)
   4th Article & Presentations Due

Session 8. 03/12
   Final Exam (Chapters 15, 16, 17, 19, 20, 21)
   Project Due
   Project Presentations