MBA 638-Sec 619: Operations Management
Fall - 2013 (Thursday - 4:00 - 7:00 pm)

Prof. Sid Das
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Fax: (703) 993-1809
E-Mail: sdas@gmu.edu

Prerequisites: MBA 633: Statistics for Business Decision Making
Course Website: Blackboard (mymason.gmu.edu)

Learning Goals for the MBA program:
(Note: Goals primarily addressed in this course are in italics)

1. **Teaming & Leading:** Our graduates will demonstrate the team leadership and interpersonal skills needed to form, lead, and work effectively on diverse organizational teams.

2. **Analytical Decision Making:** Our students will demonstrate the ability to analyze uncertain complex management situations using appropriate tools, techniques and information systems for decision-making.

3. **Knowledge of Functional Business Disciplines:** Our graduates will demonstrate the ability to integrate knowledge from all functional areas of business into a meaningful firm-level perspective.

4. **Global Understanding:** Our graduates will demonstrate a perspective on how businesses operate in the global environment.

5. **Communication Skills:** Our graduates will demonstrate written, oral and presentations skills necessary to explain problems and solutions effectively and persuasively.

6. **Ethics and Social Responsibility:** Our graduates will have a sense of professional and social responsibility in the conduct of managerial affairs.

COURSE OBJECTIVES

Companies can establish and maintain competitive advantage in today’s market through product leadership, process excellence, and customer intimacy. This course explores the various interrelated aspects of Operations Management that integrate to provide companies the capabilities to achieve this. The course will provide a strong foundation in contemporary Operations that is essential to managerial success, whatever the functional specialization. This is because Operations is at the core of all enterprise and so Operations is everybody’s business! So the first objective of the course is:

- To develop an appreciation and comprehension of the contribution of Operations to the overall competitive position of an organization.
Many of the developments in the field of Operations have been based on manufacturing activities. This is because much of the history of human enterprise has focused on the creation of wealth through the efficient utilization of tangible resources. While this still continues, we have reached a stage of productivity where only a few of us are required to do this work. We now find ourselves in the midst of a dramatic change in human enterprise, one in which most of us direct our efforts towards wealth creation by providing services. We do this through the effective use of information and knowledge, and in creating and implementing new ideas. This service, information, and knowledge intensive environment is common to both for-profit and not-for-profit organizations, with either a local or global perspective. Contemporary operations exists in this new reality, and involves the design and control of systems to effectively utilize human effort, information, knowledge, materials, equipment, and facilities to achieve an organization’s purpose. The primary objective of this course is therefore:

To develop a comprehensive understanding of the multi-faceted nature of Operations Management, with a specific focus on services. This involves addressing issues in Operations Strategy, Process Management, Quality Management, Supply Chain Management, Project Management, and Global Operations.

Detailed and dynamic complexity is the hallmark of Operations. Various methods to help managers evaluate and make decisions have been developed, and many more are being developed today. As our business environment continues to grow in complexity and information intensity, we must continue to use these methods to ensure efficiency and effectiveness in what we do. The third objective of the course is therefore:

- To develop an analytic perspective regarding Operations through the use of appropriate techniques to aid operational decision-making

Ultimately, the course itself is a vehicle for transformation. Its effectiveness as a learning experience is ultimately measured by its ability to transform our perceptions of the world around us. Hence, the last, but certainly an omnipresent objective of the course is:

- To promote an attitude of perpetual constructive evaluation of all operations experienced as a customer and provider.

Remember - Operations is not just an academic course… Operations is a state of mind!

COURSE STRUCTURE AND PROCESS
The course will be conducted as a combination of short presentations, class discussions, case analyses (by groups), and problem solving exercises. Discussion will center around the issues related to the topic under study for a specific session. Advance preparation from the reading materials is a prerequisite for effective class discussion. These materials include the required operations textbook, articles and cases from the Harvard Business School collection, and Handouts from the instructor. Further, constructive and consistent engagement in class discussions is a part of your performance evaluation on the course. The short presentations by the Professor will address emerging issues and thoughts related to the discussion topic.
A set of Harvard Business School cases have been selected for the course. These cases address issues and raise questions related to actual operational situations. They provide a context in which operations management concepts and methods can be further explored. The purpose is not to “solve” the problem or get the “right” answer, but to get greater insight through effective analysis. What actually happened in the company subsequent to the situation discussed in the case may provide additional insight or raise additional issues, but is not critical to the learning objectives of the case analysis.

Problem solving exercises will be used to understand and use appropriate analytic techniques to address a variety of operational situations. The principles that govern these techniques and their inherent limitations will also be discussed. The techniques introduced will be an integral part of the body of knowledge required to effectively address operational situations.

Current issues in operations are reviewed in business publications such as Business Week, Fortune, The Wall Street Journal, and the business section of local newspapers. A regular perusal of these sources by students, as well as other industry specific publications and web sites, will ensure richer class discussions. These activities are essential to further benefit from the course and to make a positive contribution to your learning process.

COURSE MATERIALS


This is the leading Operations Management text that focuses only on services. It incorporates most of the major academic research and business ideas in the field. While this edition is a certain improvement, like most textbooks, it continues to have some idiosyncrasies. A variety of quantitative models are discussed in the text because of the broad range of potential users. Not all of them are immediately relevant to this course. Those that require your attention will be identified in class as we work through the various problem solving exercises.

Cases and Readings

These cases and readings from the Harvard Business School collection have been specifically chosen to emphasize operations management issues in services. In addition, focus on technology and knowledge intensive services has been made when appropriate.

Note: As part of my lecture preparation, I will be reading other textbooks and authors, and including their material in my course lectures. This will enable you to be exposed to a greater variety of ideas and concepts.

Coursepack link: https://cb.hbsp.harvard.edu/cbmp/access/21127939
PERFORMANCE EVALUATION

Evaluation Scheme

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<thead>
<tr>
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<th>Percentage</th>
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<tbody>
<tr>
<td>Group Case Report-1</td>
<td>10%</td>
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<tr>
<td>Group Case Report-2</td>
<td>10%</td>
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<tr>
<td>Class Case Presentation</td>
<td>5%</td>
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<tr>
<td>Individual Assignments</td>
<td>45%</td>
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<tr>
<td>Final Exam</td>
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<td><strong>Total</strong></td>
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(NOTE: All groups will submit a report on each case. Two to three groups will make a class presentation on each case).

- The Group Case grade will incorporate peer evaluations. Attendance will be taken on Group Case presentation days and used for grading.

- The class presentation grade will be based on peer evaluation.

- Details of the individual assignments will be discussed in class. Note: Individual assignments are not equally weighted.

Students are expected to attend all scheduled classes. Attendance may be taken periodically.

SOM Standards Of Behavior:
The mission of the School of Management at George Mason University is to create and deliver high quality educational programs and research. Students, faculty, staff, and alumni who participate in these educational programs contribute to the well-being of society. High quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the SOM community. In doing so, they agree to abide by the following standards of behavior:

- **Respect** for the rights, differences, and dignity of others
- **Honesty and integrity** in dealing with all members of the community
- **Accountability** for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence. SOM can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the SOM. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.
**Honor System and Code**: The Honor System and Code adopted by George Mason University will be enforced for this class: www.gmu.edu/departments/unilife/honorcode. In your work on all written assignments, keep in mind that you may not present as your own the words, the work, or the opinions of someone else without proper acknowledgement. You also may not borrow the sequence of ideas, the arrangement of material, or the pattern of thought of someone else without proper acknowledgement. Please note: **Faculty are obligated** to submit any Honor Code violations or suspected violations to the Honor Committee **without exception**.

**Business Library Liaison Information:**
Jo Ann J. Henson, MLIS  Business and Economics Liaison Librarian
Fenwick Library Fairfax Campus:  [http://infoguides.gmu.edu/business](http://infoguides.gmu.edu/business)

**Office of Disability Services Statement:**
If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS.

**GMU Email Accounts**
Students must use their Mason email accounts to receive important University information, including messages related to this class. See [http://masonlive.gmu.edu](http://masonlive.gmu.edu) for more information.

**Mason Alert**: Students can sign up for the Mason Alert system to provide emergency information of various sorts at [https://alert.gmu.edu](https://alert.gmu.edu).

An emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on [http://www.gmu.edu/service/cert](http://www.gmu.edu/service/cert).

**Other Useful Campus Resources:**

**Writing Center**: A114 Robinson Hall; (703) 993-1200; [http://writingcenter.gmu.edu](http://writingcenter.gmu.edu)

**Counseling And Psychological Services (CAPS)**: (703) 993-2380; [http://caps.gmu.edu](http://caps.gmu.edu)

**University Policies**
The University Catalog, [http://catalog.gmu.edu](http://catalog.gmu.edu), is the central resource for university policies affecting student, faculty, and staff conduct in university academic affairs. Other policies are available at [http://universitypolicy.gmu.edu](http://universitypolicy.gmu.edu). All members of the university community are responsible for knowing and following established policies.
# MBA 638: OPERATIONS MANAGEMENT
## Tentative Schedule
### Fall - 2013 (Thursday - 4:00 - 7:00 pm)

<table>
<thead>
<tr>
<th>DATES</th>
<th>TOPICS</th>
<th>CHAPTERS</th>
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<tbody>
<tr>
<td>8/29</td>
<td>Course Overview</td>
<td>1, 2</td>
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<tr>
<td></td>
<td>Understanding Operations</td>
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<td></td>
<td>Operations Strategy</td>
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|        | **Assignment 1 (to be done individually):** *Caselette: Village Volvo (pp. 25-26).*  
  *(Submit a 1-2 page typed report on the five questions in p. 26).* *(Due on 9/05).* |          |
| 9/05   | **Caselette for Class Discussion:** *Village Volvo (p. 25-26).*        | 3        |
|        | New Service Development                                                |          |
|        | Technology and Service Operations                                      |          |
|        | Total Quality Management                                               | 6        |
|        | Service Quality Dimensions                                             |          |
| 9/12   | Quality Management                                                     | 6        |
|        | Statistical Process Control                                            |          |
|        | **Assignment 2 (to be done individually).** *(Due on 9/19).*           |          |
| 9/19   | Quality Management - Process Improvement                               | 7        |
|        | TQM Tools                                                              |          |
|        | Process Management Frameworks                                          |          |
|        | Malcolm Baldrige Award                                                 |          |
|        | ISO 9000                                                               |          |
|        | Six-Sigma                                                              |          |
|        | Capability Maturity Model                                              |          |

(Available at [e-journals], GMU libraries).
9/26   Project Management                        16

Assignment 3 (to be done individually). (Due on 10/17).
(Will be handed out in class)

10/03  Project Management (Continued)            16

10/10  Group Case 1 Presentation

10/17  Managing Capacity and Demand              11

Assignment 4 (to be done individually). (Due on 10/24).

10/24  Supply Chain Management                    9

   Read:  Best value supply chains: A key competitive weapon for the 21st century,
   David J. Ketchen, William Rebarick, G. Tomas Hult, David Meyer, Business
   (Available at e-journals, GMU libraries).

10/31  Managing Service Inventory                 15

Assignment 5 (to be done individually). (Due on 11/14).

11/07  Group Case 2 Presentation

11/14  Forecasting Demand (Continued)             14

11/21  Forecasting Demand (Continued)             14

Assignment 6 (to be done individually). (Due on 12/05).

11/28   THANKSGIVING DAY (No class)

12/05   FINAL EXAM (4:00 pm to 7:00 pm)