Syllabus for HTM 302, CRN 21895

Monday and Wednesday 5:00pm to 6:50pm, Room 302

Foundations of Operations Management

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Office Hours: Monday night 7:00pm to 8:00pm and by Appointment
The ISBN 0130313866

I. COURSE DESCRIPTION

HTM 302 Foundations of Operations Management (2 credits)

Operations Management is concerned with the design, planning, operation, and control of systems for the creation of goods and services. This course treats operations management as a functional area of an organization and examines its interactions with other functional areas of the organization.

II. COURSE OBJECTIVES

As a result of actively participating in this course, you will:
- Develop an understanding of the strategic importance of operations and how operations can provide a competitive advantage in the marketplace.
- Understand the relationship between operations and other business functions.
- Develop knowledge of the issues related to designing and managing operations and the techniques to do so.
- Take a proactive approach to relations with members of other business functions and organizations.
- Become a change agent within your company.
- Develop problem solving and writing skills.
III. DELIVERABLES & GUIDELINES

MIDTERM and FINAL Tests will be administered in class, may include multiple choice and/or true false questions, and will test the body of knowledge presented in this course.

REFLECTIVE ANALYSIS

Reflective analysis is a process of critical thinking. The process includes: (1) recollection and interpretation of material; (2) relevance and practical application of concepts and methodologies; (3) organization and presentation.

Consider the following questions when writing the Reflective analysis:
- What are key concepts?
- Is there a relationship between various concepts and methodologies?
- Are there pros and cons?
- How do I feel about the topics?
- What concepts and methodologies can be applied in my work environment?
- What are potential consequences of applying (or not) such concepts and methodologies?
- How would I go about recommending concepts and methodologies to someone?
- Can material be summarized for a less knowledgeable audience?

CASE FORMAT AND DESCRIPTION

I. Major Facts (5 points)

State here the major facts as you see them. Make statements clear and concise for your own understanding as well as for the understanding of the other students and the instructor. Normally phrases in the bullet format, not sentences suffice. Students should not spend time retelling the case; identify the important facts supporting your analysis.

II. Major Problem Identified with Supporting Analysis (40 points)

A. Problem Statements (25 points)

State here the major root problem (long term solution) as you see it using one sentence. In analyzing the case, a student will identify numerous problems some that are symptoms of the central or root problem. The key here is to keep asking WHY a problem is occurring until you get to the root issue and its cause.

In addition to the root problem, there may also be a secondary (short term) problem requiring an action by the supply manager. You need to state that problem also.

B. Supporting Analysis ( 15 points)

Here you want to discuss and analyze the issues and facts in the case to support the selected major root and secondary problems. There may be issues about the organization, about people, about leadership deficiencies, about the environment or secondary issues evolving from the
root cause. Remember, case analysis is identifying the problem and developing a solution for the root cause and its attendant secondary problems. The questions that needs to be answered by the student is why, of all the issues found in the case, and is this one the most important problem to be resolved?

III. Major Assumptions (5 points)

Identify the key assumption(s) supporting your case analysis and recommended solution. See attached article for additional discussion on assumptions.

IV. Possible Solutions (20 points)

List here the possible solutions to the major problem. Let your imagination come up with alternative ways to solve the problem. Do not limit yourself to only one or two possible solutions. These solutions should be distinct from each other. However, you may wish to include portions of one solution in another solution, as long as each solution stands alone. Only in this manner will your subsequent choice be definitive. Note advantages and disadvantages of each possible solution. “Possible solutions” should be one sentence long. Advantages and disadvantages should be in bullet format and can/should be words or phrases (not sentences). A reminder a valid solution is one that gets a “yes” answer when you ask the question, “Does this solution solve the stated question?”

V. Choice and Rationale (10 points)

In a paragraph state here your choice of the available solution, the detailed reasons for your choice and discuss the reasons for not choosing the other alternative solutions.

VI. Implementation (10 points)

Prepare a plan to implement your choice using the bullet format to identify the sequence of activities involved.

VII. Metrics (10 points)

Identify at least one objective measurement that can be used to determine the success or failure of your implemented solution. For example, to evaluate the success of an improved inventory system, the project team would measure inventory turns before and after the solution was implemented.

Written Requirements

Papers must be of professional quality. Four or more communication errors (grammar, spelling, punctuation, clarity, etc.) will require a resubmission and will result in a 10 percent reduction in the paper grade.

Paper Length:

Reflective Analysis: 2 pages (approximately 500 words)  
Case: 4 pages (approximately 1500 words) not including attachments; attachments will not exceed two additional pages. The attachments may include data presentations, flow charts, or other exhibits that are needed to help convey points made in the paper.
The Stanford Approach
(For Case Analyses)

The Stanford Approach has been included here to assist you in the process of developing your case analyses.

Day One: Read the case. Sleep on it. Let your subconscious work on it while you are sleeping!

Day Two: Identify 4-5 key facts in sentence or bullet format. Write a short, concise one sentence problem statement (PS). If humanly possible, the PS should not force an either/or train of thought. It should open you to 3 or more alternatives!

Next: Identify 3-5 realistic alternatives in bullet format. Under each alternative list 2-4 strengths and 2-4 weaknesses in bullet format.

   e.g.:
   
   · Quicker
   · Cheaper
   · Faster

Next: In sentence format, write a concise recommended solution. Then in concise sentences, present your implementation plan.

Result of employing this approach: rigorous thinking and effective communication requiring 2 hours of focused work (plus the free investment subconscious/sleep time).
## IV. CLASS SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Assignments</th>
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</thead>
</table>
| March 19, 21 | Chapter 1 & 2, Introduction to operations management and strategy | Assignments:  
Read Chapters 1-3 and look over “DRIVE” handout for April 2\(^{nd}\) class |
| March 26, 28 | Spring Break | |  

April 2 | Guest Speaker, Dr. Starling | |  

April 4 | Chapter 3, Performance and trade-offs (see WebCT) | |  

| Assignments: | |  
Read Chapter 4  
Write Reflective Analysis Chapters 1-4 (Due April 11\(^{th}\)) |
| April 9, 11 | Chapter 4, Capacity Strategy | |  

| Assignments: | |  
Read Chapters 6 & 7  
Prepare for Midterm on 4/18 |
| April 16 | Chapter 6 & 7, Supply Network Strategy | |  

| Assignments: | |  
Read Chapters 8 & 9 |
| April 18 | MIDTERM (small scantron needed) Chapters 1,2,3,4,6,7 | |  

| Assignments: | |  
Read Chapters 8 |  
Write Reflective Analysis (Due May 2\(^{nd}\)) Chapters 8, 9, 11, 12 |
| April 23, 25 | Chapter 8 & 9, Process Technology Strategy | |  

| Assignments: | |  
Read Chapters 11 & 12  
Write Reflective Analysis (Due May 2\(^{nd}\)) Chapters 8, 9, 11, 12 |
| April 30, May 2 | Chapter 11 & 12, Operations Improvement & Product/Service Development Strategy | |  

| Assignments: | |  
Read Chapters 13, 14, 15 |
| May 7, 9 | Chapter 13, 14, 15, Putting an operations strategy together Application of course knowledge | |  

| Assignments: | |  
Prepare for Final (all covered chapters)  
Write Case - TBA (due finals night) |
| May 14, 16 | Topics: Finals Week; exam date and time TBA | |  

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V. GRADE COMPONENTS

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<thead>
<tr>
<th>Submittals</th>
<th>Points ea</th>
<th>Extended Points</th>
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<tbody>
<tr>
<td>Cases (1) 1500 word case study</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Reflective Analysis (2) 500 words each</td>
<td>75</td>
<td>150</td>
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<tr>
<td>Mid Term</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Final</td>
<td>100</td>
<td>100</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>450</strong></td>
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Grades are based on the following:

- 93.0-100%  A
- 90.0-92.99  A-
- 87.0-89.99  B+
- 83.0-86.99  B
- 80.0-82.99  B-
- 77.0-79.99  C+
- 73.0-76.99  C
- 70.0-72.99  C-
- etc...