

**California State University San Marcus  
College of Business Administration**

**BA 662-01 & 02**

**OPERATIONS MANAGEMENT**

**FALL 2005**

**Meeting Times & Rooms:**

**Section 01:** Mondays 7:00 – 9:50 P.M., UNIV 237

**Section 02:** Saturdays 8:00 -10:50 A.M.,UNIV 237

**Instructor:** Hassan Haft, Ph.D.

**Office:** Craven Hall 1308

**Office Hours:** 4:00 – 7:00 P.M. Mondays & 11:00 A.M. – 12 Noon Saturdays, or  
by appointment

**E-mail:** [hhaft@csusm.edu](mailto:hhaft@csusm.edu)

**Phone:** (760) 750-4259

**Textbook:**

**OPERATIONS MANAGEMENT Processes and Value Chains,  
Seventh Edition, 2005**

**By: Lee J. Krajewski and Larry P. Ritzman**

**Published by: Pearson, Prentice Hall**

**ISBN: 0-13-143709-7**

**Case Studies:**

**OPERATIONS MANAGEMENT CASES  
2005**

**By: William V. Gehrlein**

**Published by: McGraw-Hill, Irvin**

**ISBN: 0-07-291866-7**

### **Reserved Books in the Library:**

1. OPERATIONS MANAGEMENT  
Eight Edition, 2005  
By: William J. Stevenson  
Published by: McGraw-Hill, Irwin  
ISBN: 0-07-286908-9
2. PRODUCTION/OPERATIONS MANAGEMENT  
Quality, Performance, and Value  
Fifth Edition, 1997  
By: James R. Evans  
Published by: West Publishing Company  
ISBN: 0-314-19007-4
3. MANAGING BUSINESS PROCESS FLOWS,  
1999  
By Ravi Anupindi, Sunil Chopra, Sudhakar D. Deshmukh, Jan A. Van Mieghem  
and EitanZemel  
Published by: Prentice Hall, 1999,  
ISBN: 0139077758.

### **Reference Books:**

1. OPERATIONS MANAGEMENT, A System Approach  
By: Martin K. Starr  
Published by: Boyd & Fraser Publishing Company
2. OPERATIONS MANAGEMENT  
BY: Jay Heizer, Barry Render  
Published by: Pearson, Prentice Hall
3. PRODUCTION AND OPERATIONS MANAGEMENT, Focusing on Quality  
and Competitiveness  
By: Roberta S. Russell/Bernard W. Taylor III  
Published by: Prentice Hall
4. OPERATIONS NOW; Profitability, Processes, Performance  
By: Byron J. Finch  
Published by: McGraw-Hill, Irwin
5. OPERATIONS MNAGEMENT  
By: Roger G. Schroder  
Published by: McGraw\_Hill, Irwin
6. PRODUCTION AND OPERATIONS MANAGEMENT, Manufacturing and  
Services  
By: James B. Dilworth  
Published by: McGraw-Hill

## **Course Description**

Operations Management examines opportunities and obstacles of a global competitive environment. Focuses on the efficient and effective deployment of capital, material, information, technology, and human resources. Examines the relationship of operations to functional areas and topics such as capacity and inventory planning, technology, managing change, and quality management. Examines opportunities and obstacles of a global competitive environment. Focuses on the efficient and effective deployment of capital, material, information, technology, and human resources. Examines the relationship of operations to functional areas and topics such as capacity and inventory planning, technology, managing change, and quality management.

Moreover, Operations Management is concerned with the development of products and delivery of services to observe customers' demand. It is one of the major functions of every organization including businesses, government agencies, and non-profit organizations. Effective operations management can provide an important competitive advantage for firms to succeed in today's marketplace. To be a successful company, it is required to have the capability of delivering high-quality products/services to meet ever-changing customer demands in a timely and cost effective manner. It has also been realized that the operations function must integrate into the overall corporate planning and strategy to achieve such an advantage. Therefore, an understanding of operations management is for all managers, and a working knowledge about the operations function of a firm is an integral part of MBA education.

## **Course Objectives**

Development of a general managerial perspective at tactical and strategic levels on the role of operations management in the function of a firm is the objective of this course. The course will offer a broad survey of concepts and techniques in managing operations, with a particular emphasis on a number of major operations management issues that can significantly affect the competitive position of a firm in the marketplace. Through the discussions of these issues, the role of the operations management and the methods that should interact with other functional areas in the firm, such as marketing and finance, will be highlighted.

Additionally, many firms have demonstrated that operations management can be an effective competitive weapon and, in conjunction with well-conceived marketing and financial plans, these firms have made major penetrations into markets worldwide. This course is designed to address the key operations and logistical issues in service and manufacturing organizations that have strategic as well as tactical implications. The specific objectives include:

1. To understand the role of operations management in the overall business strategy of the firm.

2. To understand the interdependence of the operating system with other key functional areas of the firm.
3. To identify and evaluate the key factors and the interdependence of these factors in the design of effective operating systems.
4. To identify and evaluate a range of tools appropriate for analysis of operating systems of the firm.
5. To identify and evaluate comparative approaches to operations management in an international context.
6. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.

The sessions are designed to promote student participation through the discussion of current events in the business world as they relate to operations management and in class analysis.

### COURSE OUTLINE

**1<sup>st</sup> Session**  
***Monday 8/29***  
**&**  
***Saturday 9/3***

Introduction / Products, Processes, Performance,  
 Administrative issues, Group Arrangements, and  
**1<sup>st</sup> Homework Assignment** (Due Date, Next Session):  
All Students: Read Chapter 1, Send introductory e-mail,  
 Prepare for: Quiz #1,  
Group1: Prepare for Presentation of Steve Jobs' Speech.

No Class on Monday 9/5 – **Labor Day**

**2<sup>nd</sup> Session**  
***Monday 9/12***  
**&**  
***Saturday 9/9***

Operations Strategy and Management,  
 Focus on Operations and Processes,  
**2<sup>nd</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Supplement A and Chapter 2,  
 Solve Problems: 1, 3, 12, 15, 19 in Supplement A'  
 Prepare for: Quiz #2,  
Group 2: Prepare for Presentation of Chad's Creative Concepts  
 Case.

**3<sup>rd</sup> Session**  
***Monday 9/19***  
**&**  
***Saturday 9/16***

Managing Projects,  
**3<sup>rd</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Chapter 8,  
 Solve Problems: 1, 6, 8, and 11 in Chapter 8,  
 Prepare for: Quiz #3,  
Group 3: Prepare for Presentation of PERT Studebaker Case.

**4<sup>th</sup> Session**  
***Monday 9/26***  
**&**  
***Saturday 9/23***

Technology Management,  
**4<sup>th</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Chapter 12 and Supplement K (CD-ROM),  
Solve Problems: 1, 2, 4, 6, 7 in Chapter 12,  
Prepare for: Quiz #4,  
Group 4: Prepare for Presentation of Bill's Hardware Case.

**5<sup>th</sup> Session**  
***Monday 10/3***  
**&**  
***Saturday 10/1***

Total Quality Management & Statistical Process Control (I),  
**5<sup>th</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Chapters 4 & 5,  
Solve Problems: 4, 5, 9 in Chapter 4 & 1, 3 in Chapter 5,  
Prepare for: Quiz #5,  
Group 5: Prepare for Presentation of Jose's Authentic Mexican Restaurant Case,

**6<sup>th</sup> Session**  
***Monday 10/10***  
**&**  
***Saturday 10/8***

Statistical Process Control (II) & Capacity and Financial Analysis,  
**6<sup>th</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Chapter 6 & Chapter 7 pp. 297-312 Plus Supplements I and K in CD-ROM,  
Solve Problems: 4, 10, 13 in Chapter 5 & 1, 2, 3 in Supplement I, & 1, 2, 5, 6, 9 in Chapter 6.  
Prepare for: Quiz #6,  
Group 6: Prepare for Presentation of Fitness Plus; Part A Case.  
Group 7: Prepare for Presentation of Managerial Practice 10.1, and Managerial Practice 10.2,

**7<sup>th</sup> Session**  
***Monday 10/17***  
**&**  
***Saturday 10/15***

Waiting Lines, Simulation, Location, & Location and the Transportation Methods,  
**Video:** Queuing at First Bank Villa Italia,  
**7<sup>th</sup> Homework Assignment** (Due Date; **After Midterm Session**):  
All Students: Read Supplement B & C, and Chapter 10,  
Solve Problems: 1, 2 in Supplement B, 2, 4, 10 in Supplement C, 1,3, 9, 11, 14, 22 in Chapter 10.  
Prepare for: Quiz #7,  
Group 1: Prepare for Presentation of Imaginative Toys Case,  
Group 2: Prepare for Presentation of R. U. Reddie for Location case.  
Group 3: Prepare for Presentation of Hightec, Inc. Case,

**Mid-Term Project Topic Deadline!**

**8<sup>th</sup> Session**  
*Monday 10/24*  
&  
*Saturday 10/22*

## **Mid-Term Individual Project Presentation**

**9<sup>th</sup> Session**  
*Monday 10/31*  
&  
*Saturday 10/29*

Layout & Forecasting,  
**8<sup>th</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Chapter 7 & Chapter 13,  
Solve Problems: 1, 2 in Chapter 7, & 1, 2, 3, 4, 8, 9, 10, 14 in  
Chapter 13,  
Prepare for: Quiz #8,  
Group 4: Prepare for Presentation of Yankee Fork and Hoe Case.  
Group 5: Prepare for Presentation of Wolf Motors Case,  
Group 6: Prepare for Presentation of Brunswick Distribution, Inc.  
Case,

**10<sup>th</sup> Session**  
*Monday 11/7*  
&  
*Saturday 11/5*

Supply-Chain Design & Independent-Demand Inventory Systems  
**Video**: Inventory and Textbooks,  
**9<sup>th</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Chapter 9 & Chapter 15, pp. 673-689,  
Solve Problems: 2, 5, 6, 7, 8 in Chapter 9, & 1, 3, 11, 22 in Ch. 15,  
Prepare for: Quiz #9,  
Group 7: Prepare for Presentation of Parts Emporium Case.  
Group 1: Prepare for Presentation of Memorial Hospital Case.

**11<sup>th</sup> Session**  
*Monday 11/14*  
&  
*Saturday 11/12*

Purchasing and Distribution & Aggregate Planning,  
**10<sup>th</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Supplement E & Chapter 14,  
Solve Problems: 2, 10 in Supplement E, & 2, 4, 8, 9 in Ch. 14,  
Prepare for: Quiz #10,  
Group 2: Prepare for Presentation of Managerial Practice 9.1, &  
Managerial Practice 9.2,  
Group 3: Prepare for Presentation of Managerial Practice 9.3, &  
Managerial Practice 9.4.

**12<sup>th</sup> Session**  
*Monday 11/21*  
&  
*Saturday 11/19*

Linear Programming,  
**11<sup>th</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Supplement D,  
Solve Problems: 1, 2, 6, 10, and 14 in Supplement D,  
Prepare for: Quiz #11,  
Group 4: Prepare for Presentation of Flashy Flashers Case,  
Group 5: Prepare for Presentation of Managerial Practice 16.1, &  
Managerial Practice 16.2.

No Class on Saturday, 11/26 – **Happy Thanksgiving Holliday!**

**13<sup>th</sup> Session**  
*Monday 11/28*  
&  
*Saturday 12/3*

Material Requirement Planning & Lean Systems,  
**12<sup>th</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Chapters 11 & 16,  
Solve Problems: 1, 2, and 3 Chapter 11 & 1, 7, 8, and 10 in Ch. 16,  
Prepare for: Quiz #12,  
Group 6: Prepare for Presentation of Toyota Production System.  
Group 7: Prepare for Presentation of Food King Case.

**14<sup>th</sup> Session**  
*Monday 12/5*  
&  
*Saturday 12/10*

Scheduling, Conclusion and Summary of Findings,  
**Video**: Scheduling Services at Air New Zealand,  
**13<sup>th</sup> Homework Assignment** (Due Date; Next Session):  
All Students: Read Chapter 17,  
Solve Problems: 3, 5, 7, and 10 in Chapter 17,  
**Group Project Report Due Date!**

**15<sup>th</sup> Session**  
*Monday 12/12*  
&  
*Saturday 12/17*

**Final Group Project Presentation**

**Have a wonderful Holiday Season!**

## **Prerequisites**

BGA 501 and 502 or equivalent.

## **Grading Policy**

The student's overall performance in the course will be judged based on the following criteria:

1- Class Participation as a Live Audience,	10 %
2- Quizzes (for warming up and getting ready for brainstorming),	15 %
2- Case Studies (for demonstrating application of the concepts),	10 %
3- Homework (a job for getting together with your team members),	15 %
4- Mid-Term Individual Project Presentation *	25 %
5- Final Group Project Report & Presentation **	25 %

\* Midterm Project is based on each individual's choice from the relevant material covered in the course, with or without instructor's help.

\*\* Final Project is based on the group selection, provided instructor's approval.

- Project reports should contain the following main components.
  - Cover Sheet
  - Abstract
  - Introduction
  - Discussion
  - Evaluation of Results
  - Conclusion
  - References

<b>Grade</b>	<b>Score Range</b>
A	90-100
A-	86 - 89
B+	83 – 85
B	80 – 82
B-	76 – 79
C+	73 - 75
C	70 – 72
C-	66 - 69
D	60 – 65
F	0 – 59



**Important Notes:**

- Projects will be assigned by the instructor/your choice at appropriate times.
- Team work highly recommended!
- Copying strongly detested!
- Since the purpose is learning, there is no penalty for the late homework assignments. However, being on time will be highly efficient and helps in smooth implementation of our schedule.

**Honor Code:**

Students will be expected to adhere to standards of academic honesty and integrity, as outlined in the Student Academic Honesty Policy. I am sure you all will!

**Final words, for now:**

I am looking forward to initiating productive, challenging, and fun sessions together during the course of the semester.