OPMG 480: Operations Management  
Spring Quarter 2014

Professor: Mike R. Hewitt  
Email: mhewitt3@luc.edu

Office Phone: (312) 915-7394  
Office: 374 Maguire Hall, 1 E. Pearson

Class Hours:  
W 6:00PM – 9:00PM  
Corboy Law Center – Room 209

Office Hours:  
T,Th 4:00PM – 5:00PM  
W 2:00PM – 6:00PM  
Or by appointment.

Course Description:  
Introduction to concepts and methods for managing operations in manufacturing and service organizations. Topics typically include forecasting, capacity and aggregate planning, material requirements planning, scheduling, facility layout and location, inventory management, just-in-time, total quality management, project planning, and logistics.

Course Overview:  
Operations management can be defined as “the organizing and controlling of the fundamental business activity of providing goods and services to customers.” Our course will be organized around the central theme of controlling activities in such a way to best match supply and demand for a firm’s goods and services.

Course Objective:  
Students will understand the basic issues and role of operations management in organizations and learn tools for problem-solving in operations management.

Course Materials:  
Textbook  


The Goal  
Goldratt, Eliyahu, The Goal, North River Press, any edition. If you look on Amazon, there are many paperback copies available for under $10 including shipping.

Course Pack  
The course pack must be purchased through the Harvard Business publishing service (https://cb.hbsp.harvard.edu/cbmp/access/24871825). You will have to register to access the coursepack. You will be participating in the Benihana
simulation in teams, so it isn't necessary that each person pays for this. The Benihana simulation can be purchased via the link: https://cb.hbsp.harvard.edu/cbmp/access/24873845.

**Web Page:**
The course will utilize the Sakai Web Page system, which can be accessed at http://sakai.luc.edu. Email will be the primary means of my contacting you outside of class. Please make sure that Sakai contains your current email address and that you check your email periodically.

*Sakai will also be used as a repository for materials used in class and for posting homework assignments. Please be sure to check the Sakai web site regularly.*

**Attendance:**
Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

You are expected to come to class fully prepared and willing to participate in class discussions. Prepared means that you have read the assignments, familiarized yourself with the presented theory from the previous class, given thought to the problems presented in the readings, considered how these problems could be addressed using applications of the theory presented in this class, and completed any assigned write-ups or problems. I will also assign articles to read and will expect students to engage in lively discussion on the topics covered there.

**Course Method:**
This class will be a mix of lectures and case and article discussions. Case studies/textbook readings will be heavily emphasized and active discussion is expected.

**Cases**
Case write-ups in this course generally include the opportunity, and expectation, for quantitative analysis and a problem solving methodology. Your case write-ups should be carefully thought out and your recommendations/conclusions should be supported by analysis. Additionally, you will be graded on the clarity of your writing and overall presentation. Cases must be completed in groups of 4-5 students. You may either form this group on your own, or take part in the group creation survey distributed prior to the first day of class. All groups must be determined by the second week of class. Three cases are assigned but your case grade will be based on your top two scores. One copy should be submitted through Turnitin on Sakai and the file should be e-mailed to the professor at mhewitt3@luc.edu.

**Benihana Simulation**
The Benihana Simulation should be completed with the same group as your cases. This simulation will bring together all of the skills you learned in the first half of the course. There are tutorial videos available within the simulation that should be helpful. The goal is for your team to explore each challenge to determine the optimal characteristics of the restaurant operation to maximize profit and throughput. Challenge #6 will be your opportunity to utilize all of the possible
adjustments to find the overall optimal setup. You will be limited to 4 trials during Challenge #6, so make sure you test each prior challenge extensively. The team with highest profit in Challenge #6 wins the big prize. The questions to address in your write-up will be posted to Sakai. Make sure to justify your responses with your results.

Practice Problems
In addition to case write-ups, I will occasionally assign quantitative practice problems. The problems will not be graded, but you are strongly encouraged to work on these problems as they will help you prepare for cases and the exams. You can work on these practice problems in groups, I will post solutions and go over some solutions in class. You will do much better in this class if you complete the practice problems! Failure to complete practice problems is a good method for ensuring poor course performance.

There will be two in class exams given during the quarter: one on April 2 and one on May 7. The final is not cumulative.

<table>
<thead>
<tr>
<th>Grading Policy:</th>
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<tbody>
<tr>
<td>Case Study Writeups (Top two grades)</td>
<td>15%</td>
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<tr>
<td>Benihana Simulation</td>
<td>15%</td>
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<tr>
<td>Exam I</td>
<td>35%</td>
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<tr>
<td>Exam II</td>
<td>35%</td>
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Unless otherwise announced, the following grading scale will apply to this course (rounding to the first decimal place):

- A  93% and higher
- A- 90-92%
- B+ 88-89%
- B  83-87%
- B- 80-82%
- C+ 78-79%
- C  73-77%

Academic Integrity:
All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood...Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of “F” for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.


Special Needs Policy:
If you have any special needs related to your participation in this course, including identified visual impairment, hearing impairment, physical impairment, communication disorder, and/or specific learning disability that may influence your performance in this course, you should meet with the instructor to arrange
for reasonable provisions to ensure an equitable opportunity to meet all the requirements of this course.

**Make-Up Examinations:**
Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **Make-up examinations are discouraged.** Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician's note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

The only regular exception is for a student athlete, who may use the testing services of the Athletics Department to complete a make-up examination. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

**Classroom conduct:** I expect students to behave in a professional manner, one that does not distract others. This includes turning cell phones off or on vibrate, refraining from excessive talking, and from using laptops for non class-related tasks.
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<thead>
<tr>
<th>Class</th>
<th>Topic</th>
<th>Textbook Reading</th>
<th>Case Study Due</th>
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<tr>
<td>1</td>
<td>OM Intro/Process Analysis</td>
<td>Ch. 1-3 (Ch. 5 CJA)</td>
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<td>2</td>
<td>Work Balance/Batch Sizes</td>
<td>Chapters 4, 6 (Ch. 18 CJA)</td>
<td>National Cranberry</td>
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<td>3</td>
<td>Variability and Waiting Times</td>
<td>Chapter 7 (TN 7 CJA)</td>
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<tr>
<td>4</td>
<td>Variability and Throughput Losses</td>
<td>Chapter 8 (Ch. 17 CJA)</td>
<td>Manzana</td>
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<tr>
<td>5</td>
<td>EXAM 1</td>
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<td>6</td>
<td>Newsvendor Model</td>
<td>Chapter 11 (Ch. 13, 15 CJA)</td>
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<td>7</td>
<td>Risk Pooling/Operations and Finance</td>
<td>Chapter 5 (Supp. A CJA)</td>
<td>Benihana Simulation</td>
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<td>8</td>
<td>Quality Management/Toyota Production System</td>
<td>Chapter 10 (Ch. 8 CJA)</td>
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<td>9</td>
<td>Revenue Management</td>
<td>Chapter 15 (Ch. 15 CJA)</td>
<td>Toyota Motor Manufacturing</td>
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<td>10</td>
<td>EXAM 2</td>
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