



JOHN FELICE

**ROME  
CENTER**

**LOYOLA UNIVERSITY ROME CENTER  
Business Studies Department**

**Operations Management (SCMG 332)**

**TR 3:45PM-5:00PM**

**Fall 2019 Syllabus**

**I. GENERAL INFORMATION**

**Instructor:** Marshall Langer

**Office hours:** By appointment (convenient times: TR 1:45-2:15pm or 5:00-6:00pm)

**Telephone:** +39 3471763096

**Email:** [mlanger11@gmail.com](mailto:mlanger11@gmail.com)

**Background:** Corporate management, operations department; Wall Street. Wharton MBA.

**II. COURSE INFORMATION**

**1. Course Description.** This course provides a general management perspective of the role of operations in companies in both manufacturing and service industries. It offers a broad survey of the concepts and techniques involved in designing and managing operations. Students explore the role of operations in building the competitive strength of the firm and in fulfilling the firm's goal of creating value and delivering customer satisfaction. Focus is on the leading decisions Operations Managers must make within the wider corporate and industry context, from initial product and process design to inventory and quality management, maintenance and development over time. Excel is used extensively to develop quantitative OM analyses.

This course is designed to provide a survey of the field of operations, focusing more on the operations side of management while also presenting the mathematical component. The course is designed to illustrate the 10 key decisions facing operations managers; it is divided into the following 3 modules: 1) Designing Operations, 2) Managing Operations, and 3) Quantitative Methods. Module 1 provides a broad introduction to OM, covering quality, control, project management, capacity planning, location and layout strategies, and measurement. Module 2 focuses supply chain management, early-stage business operations management, inventory management, constraints, and just-in-time methods. Module 3 presents forecasting, and decision-making tools.

Both the teaching approach and the textbook emphasize a real-world strategic, and global focus. Current issues and the latest strategies and tools are discussed. The importance of operations in a firm's quest to create competitive advantage in the global marketplace is shown. The teaching approach, a mix of lectures and case analyses, encourages students to develop logical, well-supported recommendations. Teams will be employed in case and other analysis in order to simulate working situations.

The course is divided into 5 parts, as follows.

1. Budgeting and Forecasting
2. Designing Operations
3. Managing Operations
4. External Operations
5. Work-based Applications

### 3. Learning Objectives.

- A. Explain the key role that the operations function plays in creating the competitive strength of the firm.
- B. Develop comprehensive, clear written and mathematical analyses that make sense and that foster the decision-making process.
- C. Effectively assess a well managed and well executed operations strategy.
- D. Effectively identify effective soft management skills applicable to operations management.

### III. LEARNING ACTIVITIES

**1. Interactive Class Lecture.** Class lecture is highly interactive. Instructor prompts students for response to questions posed and solicits his/her thoughts on issues discussed. Format is probing and direct. Additionally, instructor provides concrete, real-world examples to illustrate concepts. Lecture format reinforces by example appropriate methods for asking questions, gaining relevant insights, and acting persuasively and sensitively. (Achieves Learning Objectives A, B, C, D)

**2. In Class Presentation of Readings by Professor and Students.** Textbook and other assigned readings (assigned according to the schedule in section VII of this syllabus) present relevant topics, which are covered more depthfully in class lecture. In class discussion of readings, instructor highlights most relevant reading topics, showing by example how to present data in a stimulating way, consistent with achieving course objectives. (Achieves Learning Objectives A, C)

**3. Case Study and Short Assignments.** Case studies are used to further illustrate real-world examples of subject topics. For all assigned cases, students should be prepared to answer questions about the case and be able to illustrate in class its more subtle aspects. In-class discussion of case studies serves to highlight analytical methods, indicating specifically, ways to discern the most relevant focal points. (Achieves Learning Objectives A, B, C, D)

**4. Term Project (for select students).** For this *individual* project, you must observe the operations of a local business (for example, a café, restaurant, retail store, etc.). Present your determination as to how that business might operate more profitably by employing course concepts. The term project submission should be no longer than 2 pages. Use section VI of this syllabus as a further guide for all written submissions.

The term project serves to incorporate course objectives and accomplish course outcomes. Students must display a mastery of course concepts, utilize tools taught, and present their analysis in a compelling, interesting manner. (Achieves Learning Objectives B, C)

#### **IV. ASSESSMENT**

##### **1. Grades.**

- 40% Midterm Exam
- 45% Final exam
- 5% Quizzes, case study presentation, short assignments
- 10% Class participation
- 5% Term project (for select students to supplement low exam grade)

**2. Exams.** Exams will be comprised of multiple choice questions that test your ability to apply concepts discussed through the exam date. (Measures Learning Objectives B, C, D)

**3. Quizzes.** Short, in-class quizzes will test your comprehension of course materials to date. (Measures Learning Objectives B, C, D)

**4. Case Study; Short Assignments.** Used for students to provide evidence that learning objects are being achieved. (Measures Learning Objectives A, B, C, D)

**5. Class Participation.** You will be graded on the quality of, and demonstrated insight of, your in-class comments, including comments related to verbal case analyses and answers to assigned problems. (Measures Learning Objectives A, C, D)

**6. Term Project.** For select students, see description in syllabus section III #4. (Measures Learning Objectives B, C, D)

**7. Attendance.** In accordance with the JFRC mission to promote a higher level of academic rigor, all courses adhere to the following absence policy. Prompt attendance, preparation and active participation in course discussions are expected from every student.

- For all classes meeting once a week, students cannot incur more than one unexcused absence.
- For all classes meeting twice a week, students cannot incur more than two unexcused absences.
- For all classes meeting three times a week, students cannot incur more than two unexcused absences.

This course meets 2 times per week, thus a total of 2 unexcused absence(s) will be permitted.

**Unexcused absences beyond these will result in 1% lowering of the final course grade, for every absence after the “approved limit”.**

##### **Grading**

- 94-100: A
- 90-93: A-
- 87-89: B+
- 84-86: B
- 80-83: B-
- 77-79: C+
- 74-76: C
- 70-73: C-
- 67-69: D+
- 60-66: D
- 59 or lower: F



### **Academic Honesty**

Plagiarism and other forms of academic dishonesty are unacceptable at the JFRC and will be dealt with in accordance with Loyola University Chicago's guidelines. Please familiarize yourself with Loyola's standards here:

[http://www.luc.edu/academics/catalog/undergrad/reg\\_academicintegrity.shtml](http://www.luc.edu/academics/catalog/undergrad/reg_academicintegrity.shtml). You are responsible to comply with the LUC Student Handbook.

### **Late or Missed Assignments**

Late or missed assignments will not be accepted for grading without the authorization of the instructor.

### **Accessibility Accommodations**

Students registered with the Student Accessibility Center requiring academic accommodations should contact the Office of the Dean at the John Felice Rome Center, the first week of classes.



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## **V. REQUIRED COURSE MATERIALS**

### **1. Required reading:**

<b><u>Code</u></b>	<b><u>Title</u></b>
OM	Stevenson, William J., <i>Operations Management</i> , McGraw-Hill 2010, 11 <sup>th</sup> edition (available as PDF on mydrive link below)
FA	Finance and accounting summary (provided by instructor on mydrive link below)

## **VI. SUGGESTED ADDITIONAL READINGS**

### **1. Books.**

Kaplan, Norton, The Strategy-Focused Organization, HBS, 2000  
Crosby, Let's Talk Quality, McGraw-Hill, 1989  
Porter, The Competitive Advantage of Nations, The Free Press, 1990  
Carroll, Gannon, Ethical Dimensions of Int'l Management, Sage Publications, 1997  
Annacchino, New Product Development, Butterworth-Heinemann, 2003  
Koehn, Brand New: How Entrepreneurs Earned Consumer's Trust, HBS Press, 2001  
Blattberg, Getz, Thomas, Customer Equity: Building and Managing Relationships, HBS, 2001  
Hill, Think and Grow Rich, St. Martin's Press, 2001  
Modeling guide:  
[https://books.google.com/books/about/Guide to Business Modelling.html?hl=it&id=U2eTwQoso3wC](https://books.google.com/books/about/Guide_to_Business_Modelling.html?hl=it&id=U2eTwQoso3wC)

### **2. Internet Sites.**

<http://www.brint.com> for business research in information and technology  
<http://www.fortunecity.co.uk/meltingpot/back/340/product/java/cdfdemomain.html> for Java driven probability distributions  
<http://www.blackwellpublishing.com/essentialmedstats/004.pdf> - clear explanation of st. dev.  
<http://www.asq.org> for American Society of Quality  
<http://www.sme.org> for the Society of Manufacturing Engineers  
<http://stats.bls.gov> for U.S. Bureau of Labor Statistics  
[www.econ-datalinks.org](http://www.econ-datalinks.org) for American Statistical Association  
[www.sec.gov](http://www.sec.gov) for public company filings (all U.S. public plus foreign public with U.S. listings)  
[www.hoovers.com](http://www.hoovers.com) for summary company info, comparables search, etc.  
[www.baddesigns.com](http://www.baddesigns.com) funny website highlighting poorly designed products  
[www.statsoft.com](http://www.statsoft.com) for straightforward explanations of statistical terms and concepts

### **3. Periodicals.**

Business Week, Harvard Business Review, The Journal of Operations Management,  
Harvard Business Review (HBS), Sloan Management Review (MIT), Industrial Management,  
Management Science



**VII. CLASS SCHEDULE**

*Please note:* You are not required make a written submission unless instructed to do so. Reading should be completed prior to class. You should be prepared to discuss EOC problems in class (answers are posted online).

#	Date	Instruction / Activity	Topic / Written Assignment Due (if any)	Reading Assignment (Read for assigned class)
1	T 09/03	Lecture	Course introduction.	OM: C1 p4-21 (top)  See OM consulting reading (CC) posted online (skim)
<b>INTRODUCTION TO OPERATIONS MANAGEMENT</b>				
2	R 09/05	Lecture	Strategic OM decisions. ----- Quality management.  Quality management tools. ----- Metrics for specific industries, business and departments – xls file	OM: C2 p42-43, p52-54 (mid) ----- OM: C9 p383 (bot)-386 (mid), p387 (bot)-389 (mid), p390 (bot)-394 (mid),  p399-404 (top) ----- Posted online
3	T 09/10	Excel	Basics of Microsoft Excel. Designing spreadsheets and using tools.  Event planning spreadsheet w hw distributed by instructor	Excel basics part 1 and 2 (optional)
<b>BUDGETING AND FORECASTING</b>				
4	R 09/12	Lecture         Video	Budgeting and forecasting operations.       ----- Cost accounting (optional)  ----- Blockchain: <a href="https://www.youtube.com/watch?v=yubzJw0uiE4">https://www.youtube.com/watch?v=yubzJw0uiE4</a>	FA: Sections 3 and 4 FA: Sections 6.1-6.2, 7.1-7.8  OM: C3 p76 (mid)-77 (bot), p80-82 (mid)  See FAO budget posted online  <i>Optional readings</i> Capital Budgeting and Forecasting (FM) FA: Sections 6.1-6.6 Valuation reading (EY) ----- Cost accounting reading posted online
<b>DESIGNING OPERATIONS</b>				
<i>Capacity Planning</i>				
5	T 09/17	Lecture	Capacity planning. -Breakeven -Valuation	OM: C5 p184-187, p190 (mid)-192

#	Date	Instruction / Activity	Topic / Written Assignment Due (if any)	Reading Assignment (Read for assigned class)
6	R 09/19	Lecture	Capacity planning continued: planning for supply/demand fluctuations – single year & multi year	2 Excel spreadsheets posted online
7	T 09/24	Case Study ----- Video	Genentech  Genentech: <a href="https://www.youtube.com/watch?v=3A18YqU8gZg&amp;t=179s">https://www.youtube.com/watch?v=3A18YqU8gZg&amp;t=179s</a>	p3-p11
<b>Business Strategy</b>				
8	R 09/26	Lecture	Game theory.	Section 5.4, 5.5 p176 (mid)-177 in game theory reading posted online
<b>Control</b>				
9	T 10/01	Lecture	Introductory statistical analysis: standard deviation, probability distributions, central limit theorem, confidence intervals, quantitative analysis, volatility.	OM: C10 p425 (mid)-428 (mid), p430-Example 1 p431
10	R 10/03	Case Study ----- Video	Deutsche Allgemeinversicherung  Bloomberg Game Changers: Twitter	p4-p9
11	T 10/08	Review	Midterm exam review – subjects to date.	--
12	R 10/10	Exam	Midterm Exam	--
--	T 10/15	No Class	--	--
--	R 10/17	No Class	--	--
<b>Layout Strategies</b>				
13	T 10/22	Lecture	Assembly lines.	See assembly line reading posted online
<b>Scheduling</b>				
14	R 10/24	Lecture	Assembly lines – cont'd. ----- Gantt charts.  Short term scheduling.	--  OM: C17 p749 (mid)-750 (mid)  See short term scheduling reading posted online
15	F 10/25	Activity	Operations management activity.	--
<b>MANAGING OPERATIONS</b>				
<b>Product Development / Pricing</b>				
16	T 10/29	Lecture	Product design: House of quality	OM: C4 p153-155 (mid)
<b>Supply Chain Management</b>				
17	R 10/31	Lecture ----- Film	Logistics  Cola Wars (product development, supply chains)	See logistics presentation posted online
18	T 11/05	Lecture   ----- Case Study	Supply chain management.  Zara supply chain: <a href="https://www.youtube.com/watch?v=9n0mikF1Esw">https://www.youtube.com/watch?v=9n0mikF1Esw</a>  SKS/Deloitte	OM: C15 p664-669 (mid)  See Zara supply chain reading posted online  p5 (bottom) - p10
19	R 11/07	Simulation	Supply chain / inventory management computer simulation.	Excel spreadsheet posted online





#	Date	Instruction / Activity	Topic / Written Assignment Due (if any)	Reading Assignment (Read for assigned class)
<b>EXTERNAL OPERATIONS</b>				
<i>Waiting Line Models</i>				
20	T 11/12	Lecture	Waiting-line models (cost/benefit). ----- Ryanair analysis	Module D (waiting lines) posted ----- Excel file and reading posted
<i>Traffic Flow Management</i>				
21	R 11/14	Lecture	Traffic management ----- Traffic management model	See Traffic Flow Management Excel spreadsheet posted online
22	T 11/19	Activity	OM activity.	--
<b>WORK-BASED APPLICATIONS</b>				
<i>Negotiations</i>				
23	R 11/21	Lecture	Negotiating using analytical bases.	Behavior of successful negotiators (NE) posted online – see also (doc) notes on negotiating with suggested optional reading
<i>Retail Management</i>				
24	T 11/26	Lecture	<u>Inventory management</u> Ordering and holding costs EOQ Reorder point ----- Same store sales analysis.	OM: C13 p562-563 (top) p566-569 p578 ----- Posted online
--	R 11/28	No Class	--	--
<i>Finance Applications</i>				
25	T 12/03	Lecture	Valuation analysis. ----- Business plans.	FA: Sections 6.1-6.6 ----- EB2: Business plan reading 3 business plans posted mydrive: Direct Marketing Technology, iBasix, IsTECH  <i>Optional reading</i> Valuation reading (EY) posted online
26	R 12/06	Review	Final Exam review	--
27	TBD	Exam	Final Exam.	--