
OPERATIONS MANAGEMENT in Fall 2020 (BA3070)

Course Code	BA3070	Professor(s)	Evelyn Odonkor
Prerequisites	None	Office Number	G-2A04
Class Schedule	F: 18:10-19:45 in PL-3 T: 12:40-14:15 in PL-3	Office Hours	By appointment
Credits	4	Email	eodonkor@aup.edu
Semester	Fall 2020	Office Tel. Ext.	642

Course Description

COURSE DESCRIPTION:

One of the key challenges in business (manufacturing and/or service) is how to manage operations effectively and efficiently. Thus, this course examines theories, concepts and strategies used in Operations Management. It is designed to introduce students to the strategic importance of various operations decisions (process and plant layout, quality, inventory and supply chain management...). We take both a theoretical and practical approach, beginning with a brief review of the fundamental purpose of management.

We'll explore the strategic role of operations, study some of the problems and challenges that managers face and examine the theories and strategic tools available to tackle these issues. We take this a little further by analyzing how managerial philosophy, attitudes toward work, technology and culture can affect successful implementation of an operations strategy.

I believe business is best understood by doing, thus this course is highly participative (interactive). Roughly half of class time focuses on traditional lectures with the balance of class time devoted to discussions and group presentations. You will learn from your fellow students as much as from lectures and outside readings.

The objective is to develop an appreciation of how the study of Operations Management can help an organization to successfully compete in the marketplace.

Course Learning Outcomes

Apply demand and capacity management theories to operations problems.
Use total quality management techniques to improve company performance.
Apply inventory and supply chain models to improve operational efficiency.
Demonstrate the ability to communicate convincingly based on data and conceptual frameworks, in writing and orally.

General Education

Topics Covered

- Understanding operations management
- Winning customers and competing effectively
- Operations processes and life cycles
- Locating, designing and managing facilities
- Managing supply chain relationships
- Managing materials and inventory performance
- Managing capacity and demand
- Managing queuing and customer satisfaction
- Quality management
- Designing processes and using technology
- Operations strategy
- Lean and agile production
- Innovation and continuous improvement

Course Outline

COURSE SCHEDULE:

Session	Themes	Reading and tasks to be completed before class
September 25	Overview of course syllabus, requirements and expectations • <i>Corona Virus is Proving We Need More Resilient Supply Chains.</i> • <i>Tomorrow's Factories Will Need Better Processes, Not Just Better Robots</i>	
September 29	Introduction to Operations	Chapter 1 (text book)

	Management	
October 2	Winning Customers and Competing Effectively	• Chapter 2 (text book) • <i>Are you Prepared for Bad Press...</i>
October 6	Operations Process and Lifecycles	Read: • The Implications of Working Without an Office • How Hospitals Can Meet the Needs of Non Covid Patients...
October 9	Operations Process and Lifecycles	Read: • Chapter 3 (text book)
October 13	Locating, designing and Managing Facilities	Read: • Chapter 4 (textbook)
October 16	Locating, designing and Managing Facilities	Read: Individual Assignment: Pick a company of your choice. Research and report to the class how they locate, design and manage facilities. This may be graded. Upload your work on Blackboard. <i>Go through all the articles (HBR), for each article come up with 5 questions that you think may be on the exam (multiple choice). Do this for yourself, it's a suggestion not an assignment.</i>
October 20	Managing Supply Chain Relationships	Read: • Chapter 5 • Global Supply Chains in a Post Pandemic World. • A More Sustainable Supply Chain
October 23	Exam 1	Review and master all the information provided in the assigned readings and lectures since the 1st day of class (except the assigned articles for October 2nd and 6th). The exam will be in the form of multiple choice.
October 27	Introduction to the Goal	The Goal: Chapter 1- 12
October 30	Managing materials and	Read:

	inventory performance	- Chapter 6 (text book) - Why Investing in Procurement Makes Organizations More Resilient
November 3	Managing materials and inventory performance	Read: - Core Curriculum: Managing Inventory - How Hospitals Can Manage Demand Supply Shortages as Demand Surges
November 6	Managing capacity and demand	Read: - Chapter 7 - How Hospitals Can Meet the Needs of Non Covid Patients During the Pandemic - Changing the Game to Compete: Innovation in the Fashion Retail...
November 10	Managing Queuing & Customer Satisfaction	Read: - Chapter 8 - Managing Queues (HBR)
November 13		NO CLASS:
November 17	Understanding the Goal. Exam 2	Be sure you have read up to Chapter 30 of the book The Goal. Review and master all the information provided in the assigned readings and lectures since Exam 1, including the assigned reading for today. The exam will be in the form of multiple choice. Be sure you have read up to Chapter 30 of the book The Goal (which will be included on the exam).
November 20	Managing Quality	Read: Chapter 9
November 24	Managing Quality	Read Core Curriculum: Managing Quality (HBR)
November 27	Designing Processes and Using Technology	Read Operation Management: An Introduction to

		Process Analysis • Digital Ubiquity	
December 1	Designing Jobs and Managing People	Read: • Chapter 10 (text book)	
December 4		Read: • Chapter 11(text book) • Managing for Competency with Innovation Change in Higher Education Be sure you have finished the book The Goal.	
December 8	Planning for projects, crises and business continuity	Read: • Chapter 13 (text book) • Towards the Workplace of the Future • How to Re-Engineer Your Business for Safety	
December 11	Lean and Agile Production	Read: • Chapter 15 (text book) • Individual Assignment Case: Implementing Lean Operations at Caesar's Casinos <i>Refer to the instructions on page 4 of this syllabus.</i> • The assignment will be presented orally in class and submitted on blackboard for record keeping. It may also be graded.	
December ??	Exam 3	Please review and master all the lectures, assigned chapters since Exam 2, and the assigned book (The Goal) and key definitions in the book). The exam will be in the form of a multiple choice test. Be sure to check the exam time and room before the morning of the exam.	

Verify that all the required articles are on the Harvard Business site by the 2nd week of class and let me know if I have forgotten to include any of them.

Note: The Harvard business articles are available for purchase on: [https:// https://hbsp.harvard.edu/import/758952](https://hbsp.harvard.edu/import/758952)

Textbooks

This course doesn't have any textbook.

Attendance Policy

Teams etiquette :

- Join meetings with mute on, keep it on if there is any background noise
- Cameras on so we can see you!
- To the extent possible, have a dedicated “serious” space for your meetings. This is like being at work. No distractions, etc. Keep the food and drink to a minimum, unless of course we're having dedicated apéro.
- Raise your hand to be recognized unless we're working in a very small group. Try not to talk when someone is talking.
- Try to keep the chat on topic
- I'll ask for a different volunteer every class to remind me to keep track of the chat and any questions there.

ATTENDANCE POLICY:

Covid-19 temporary amendments:

Students studying at The American University of Paris are still expected to attend ALL scheduled classes. Due to special circumstances related to the Covid-19 pandemic, students will have the option of attending some classes online either in a synchronous or asynchronous format. In general, students are expected to attend at least one class a week in a synchronous format by either being physically present or logged in via the TEAMS online platform during class. It is still the student's responsibility to be aware of any specific attendance policy that a faculty member might have set in the course syllabus.

Students studying at the American University of Paris are expected to attend all scheduled class sessions. Students should consult the complete attendance policy in the summer catalogue.

Attendance at all exams is mandatory. There will be no make-up exams in this class.

Student Affairs will *recommend* that a professor excuse an absence for the following reason only: Involuntary absences due to illness or personal emergencies, upon presentation of documentary proof of illness or emergency.

Religious and National Holidays:

Due to the large number of nationalities and faiths represented at the University, religious and national holidays (other than those on the academic schedule) will not be excused by Student Affairs.

Academic Affairs will excuse an absence for students' participation in study trips related to their courses.

Lateness to course meetings:

If a student arrives at course meetings more than 15 minutes late without documentation for one of the above scenarios, it will be considered an *unexcused* absence. All documentation must be submitted to the Office of Student Affairs within ONE WEEK following the first day of the absence.

IN ALL CASES OF MISSED COURSE MEETINGS, THE RESPONSIBILITY FOR COMMUNICATION WITH THE PROFESSOR.

Whether an absence (excused or unexcused) is accepted or not is ALWAYS up to the discretion of the professor or the department. Unexcused absences can result in a low or failing participation grade. In the case of excessive excused and unexcused absences, it is up to the professor or the department to decide if the student will receive an “F” for the course. An instructor may recommend the withdrawal of a student whose absences from any course, **excused or not**, have made it impossible to continue in the course at a satisfactory level. The professor may consult with Student Affairs for additional information.

Students must be mindful of this policy when making their travel arrangements, and **especially during the Drop/Add and Exam Periods**.

ENGLISH LANGUAGE PROFICIENCY STATEMENT:

As an Anglophone university, The American University of Paris is strongly committed to effective English language mastery at the undergraduate level. Most courses require scholarly research and formal written and oral presentations in English, and AUP students are expected to strive to achieve excellence in these domains as part of their course work. To that end, professors include English proficiency among the criteria in student evaluation, often referring students to the university Writing Lab where they may obtain help on specific academic assignments. Proficiency in English is monitored at various points throughout the student's academic career, most notably during the admissions and advising processes, while the student is completing general education requirements, and during the accomplishment of degree program courses and senior theses.

Grading Policy

GUIDELINES FOR ASSIGNED READINGS

These guidelines will help you to get a better grasp of what is most important in the articles. Following them assiduously is essential for any student who wants to pass this class.

Objective: Understand all the major concepts and the knowledge the author (s) is trying to convey.

Ask yourself the following questions:

- What are the main ideas of the document? What is the author trying to teach us?
- What are the key theories, concepts and strategies discussed in the document?
- What are the challenges the author(s) identified?
- What questions did the author(s) say are important to answer?
- What guidelines did the author(s) provide?
- What solutions did the author(s) provide for the issues (problems) they identified?
- If they propose steps to achieving an outcome, make sure you are familiar with them.
- Write down three or four questions that you believe anyone who has read this document should be able to answer.
- **Keywords or phrases to look out for in the readings:** Idea in brief, Challenges, Require, Greatest, Risks, Gaps, Changes, Key, Steps, Stages, Performance, Six-Sigma, Rule, Advantages, Disadvantages, Question, Problem, Solution, Approach, Strategy, Objective, Argue (argument) and Prove.

Please bring the assigned reading materials to class as some of them are needed for activities and discussions.

ASSIGNMENTS

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Throughout the semester students will be given assignments to be completed in groups or individually. During the first course, students will be asked to form groups of two to three students

A number of group assignments are required throughout the course. Your group will have to decide upon the best strategy to address the problems presented in these cases:

- Presentations will be allocated to groups after they are set. You will choose your own

groups, but the work will be assigned randomly. Each group will be responsible for leading discussions on two or more issues or cases.

- All students in the group must be involved in the presentation and leading the discussion.
- You may choose whether or not to use PowerPoint for your presentations. You are strongly encouraged to use some sort of visual or written materials to support your efforts and to help organize the discussion.
- If your group is called to present a case and fails to do so or if no one from your group attends class, the group will not receive any credit for the presentation. You are required to present the work you are assigned even if other members of the group are absent and even if you are the only one present in class the day of your assigned presentation.

No late work will be accepted. If you are going to be absent on a day when an assignment is due, *submit the assignment on Blackboard no later than 12h30 on the due date.*

Missing a homework deadline or group presentation will result in a failing grade for that item.

GRADING:

Student Performance will be evaluated based on the following factors:

Participation score: will be based on attendance and participation in class discussions and in-class activities.

- Attendance: this is not simply a matter of being present, but also involves arriving on time and being prepared for each course session. Please bring the assigned reading materials to class.
- Students desiring a grade above a B should always be present, attentive, non-disruptive and demonstrate a clear understanding and mastery of the information in the assigned

readings. They must restrain from using their cell phones or computers for anything other than the current class activity. They must also not leave class during the session. Please note that students who are always present but do not actively participate in class discussions shouldn't expect a grade higher than a C. Those who miss three or more class sessions, regardless of their active involvement when present, should also not expect a participation grade above a C.

- **Course Discussions:** Various activities, full class and small group discussions are an essential part of the learning experience in this course. Actively participating in these exercises by providing input and feedback to other students and by listening when other students are speaking will enhance your learning

Exams & Assignments

- : There will be 3 exams during the semester, each worth 20% of the final grade. Each will cover all the readings, lectures, videos and class discussions (during a specific period) and in multiple choice format.
- : These must be submitted on Blackboard before the course commences on the due date.

Individual or Group Presentations

Students may work alone or select a classmate to work with during the semester. The presentations are based on the articles available through purchase from Harvard Business Publishing and others are posted on Blackboard.

Group presentation grades are allocated equally to each member of the groups as long as each group member demonstrate equal knowledge of the work being presented.

If a student is absent the day of the assigned work, he or she will not receive a grade for the assignment.

Each group member is expected to give the required presentation even if all other group members are absent. Due to a tight course schedule, students have only one opportunity to give their presentation. So do not miss class during the day of your presentation. I may reschedule the day of an assigned presentation when necessary due to the course schedule.

All group members are expected to contribute equally on all assigned tasks. Please be sure to immediately talk to any group member who you feel isn't doing their fair share of the work. You will be asked to evaluate the contributions of each of your group members on each assignment. These evaluations will be used if deemed necessary to modify the grades of each group member.

The group presentations are based on the articles, book, research topic and/or cases.

Grade Allocation

Final grades will be weighted based on performance within the various factors as follows.

Class Attendance and Participation including any individual assignment	20%
1 or 2 Presentations	20%
3 exams (each worth 20%)	60%

Grading Scale

Excellent	Good	Satisfactory	Unsatisfactory
100-95 A (4.0)	89-87 B+ (3.4)	79-77 C+ (2.4)	69-67 D+ (1.3)
90-94 A- (3.7)	86-84 B (3.0)	76-74 C (2.0)	66-64 D (1.0)
	83-80 B- (2.7)	73-70 C- (1.7)	60-63 D- (0.7)
			Under 60 F (0)

To give you a better understanding of what the grading scale means, let's take a quick look at the typical student profile for each category:

Excellent: Reserved for students that display superior quality and outstanding performance throughout the course, including the extensive use resources other than the textbook and assigned readings to complete assignments and presentations. An 'A' student is one who regularly reads supplementary material and incorporates it into their work. The student participates fully (high quality) in course discussions and group activities, maintains excellent attendance, and **performs extremely well on course exams**. An 'A' student is highly motivated to learn the material and completes the course readings in advance of the lecture, showing strong skills in critical thinking, global learning, and exceptional informational literacy on all of the assignments, projects and exams. The student also takes a leadership role in the

group projects and consistently responds to the presentations of other student groups. My goal is to see every student perform this well. This student may put in more than 8 hours of studying each week for this course.

Good: The student provides work that is above average in quality. He or she maintains good performance on exams and in class discussions, including the effective use of assigned readings and above average course participation. Occasionally refers to supplementary readings and other external sources. Assignments are turned in on time and to a good level of quality. There is some evidence of additional research and critical thinking on core topics. Attendance, while not perfect, is still good. The student shows evidence of critical thinking, global learning and information literacy through their engagement in the course.

Satisfactory: Adequate and acceptable work in meeting course requirements and average performance in assignments, exams and projects. There is little use of external resources beyond the required texts. The student shows some engagement with the course, but participates at a minimal level. He or she meets the minimum attendance requirements, displays some critical thinking, global learning and/or information literacy in assignments and group projects.

Unsatisfactory: Failed to meet basic course requirements, below average performance and attendance. Such students often show up late to class, are often unprepared for class, and/or are frequently absent. The student is rarely prepared for group presentations or discussions. Assignments are missing, late, or copied or paraphrased directly from Wikipedia. The student probably spends an inordinate amount of time in class on their smartphone or other devices unrelated to the course. Such students are encouraged to withdraw and try again when they have improved their academic skills or they are able to put more effort into their studies.

A significant amount of studying outside of the course meetings is expected from all students who expect a 'B' grade or higher in the course. This means AT LEAST two hours of reading, group work and research outside of class for every hour you spend in class - much more if the expected grade is an 'A'. I expect students to use resources other than the required materials to complete assignments. Outstanding and good performance will be awarded to those students who go beyond the required and suggested readings in their final projects, assignments and presentations.

Students with unsatisfactory performance will be notified at the midterm point so that we may

mutually assess the likelihood of successful course completion. If you receive a 'C' or below at the midterm point, contact me for an appointment. Often times, we can work out an academic study plan to get you back on track.

Other

COURSE POLICIES:

1. **Laptops & Mobile Phones:** Laptops should only be used for note-taking. **Mobile phones are to be turned off and put away at all times while class is in session. Please do not send or receive text messages during class, even on silent mode.** Moreover, mobile phones are not allowed in the room during exams under any circumstances. Students found to be using a mobile phone or other electronic device during exams will be asked to leave and will automatically receive a failing grade. No exceptions.

1. We will use Blackboard for this course. Students are expected to check the Blackboard site, as well as their AUP email during the course for updates. All assignments will be posted here as well as course reader materials and other resources. You can also track your grades in the 'grading center' If you must reach me, please contact me via email for an appointment or during my office hours.

1. Students are expected to turn in all course assignments on time. **No late work will be accepted.**

1. **Food and Drinks:** Students may drink beverages in class if they are in containers that can be completely sealed. Please do not consume any other food or beverages in the classroom.

1. **Professional Behavior:** Students are expected to behave in a professional manner at all times during the course. Disruptive behavior, academic dishonesty on assignments or

exams (including copying another student's work, plagiarism, or using instructor grading keys) will result in a failing grade for the assignment or exam in question. Other disciplinary actions up to, and including, removal from the course may also result from violating course and university policies. Please uphold professional standards at all times while you are in the university program.

1. I expect you to be courteous and respectful during class, this also means students are expected to stay in their seats and only leave during breaks or after class.

1. **Other Policies:** Please keep your masks on at all times. For all other policies and procedures, students are bound by the University's general policies and procedures. Copies of the University policies on absences and academic dishonesty were given to each student at registration. Students are responsible for adhering to these policies.