

POM 105: INTERMEDIATE PRODUCTION / OPERATIONS MANAGEMENT

COURSE SYLLABUS

Course Catalog: POM 105
Course Title: Intermediate Production / Operations Management
Department: Department of Quantitative Methods and Information Technology
School: John Gokongwei School of Management
School Year: SY 2012-2013
Semester: First
Credit: 3 Units [Major Subject]

Instructor: Wilson Gan Email: wil_gan@yahoo.com

Sec.	Schedule
A	18:00 – 21:00, Tue
B	18:00 – 21:00, Wed

A. Course Description & Objective

Local business organizations are confronted with increasing global competition. To face up to these challenges, managers and decision makers need to fully understand the role of the operations function and its impact on competitiveness.

Students will learn how enterprises can organize and manage resources (manpower, technology, facilities, and materials) efficiently to create and deliver products and/or services that respond effectively to customer requirements and expectations.

The course covers concepts, procedures, and technologies used in designing and managing operational processes in both manufacturing and service-oriented organizations, with emphasis on informed decision-making and the use of analytical tools.

At the end of the course, students are expected:

1. To grasp the challenges and constraints confronting Philippine companies competing in a global business environment
2. To fully appreciate the role and contribution of Operations Management in achieving organizational competitiveness
3. To understand and apply systematic approaches (both quantitative and qualitative) in the design and implementation of operating systems

B. Readings

Required Reading	<u>Operations Management: Contemporary Concepts and Cases</u> by Roger Schroeder, Susan Goldstein and M. Johnny Rungtusanatham, 5 th ed., 2011
Supplementary Readings	<u>Operations Strategy: Competing in the 21st Century</u> by Sarah Beckman and Donald Rosenfield, 2008. <u>Operations Management</u> by Jay Heizer and Barry Render, 9 th ed., 2008 <u>Operations Management</u> by William Stevenson, 9 th ed., 2007

	<p><u>Operations Management for Competitive Advantage</u> by Richard Chase , F. Robert Jacobs, and Nicholas Aquilano, 11th ed., 2006</p> <p>Other readings to be assigned by the instructor</p>
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C. Course Outline

Period/Date	Textbook Chapters	Subject
Week 1	Ch. 1: The Operations Function	1. Introduction to Operations and Competitiveness <ol style="list-style-type: none"> a. The Competitiveness Challenge b. Operations as a Tool for Competitiveness
Week 2	Ch. 2: Operations and Supply Chain Strategy Supplemental Readings	2. Business Strategy and Operations <ol style="list-style-type: none"> a. Competitive Strategy b. Operations Strategy c. Balanced Scorecard
Week 3	Ch. 3: Product Design Supplemental Readings	3. Product Design <ol style="list-style-type: none"> a. Quality Function Diagram b. Kano Model c. Service Blueprinting
Weeks 4 to 6	Ch. 4: Process Selection Ch 5: Service Process Design Ch 6: Process-Flow Analysis Supplemental Readings	4. Business Process Management <ol style="list-style-type: none"> a. Operations as Business Process b. Process Flowcharting and Metrics c. Process Reengineering d. Technology and Innovation
Weeks 7 to 8	Ch 7: Lean Thinking and Lean Systems Ch 8: Managing Quality Ch 9: Quality Control and Improvement	5. Quality Management <ol style="list-style-type: none"> a. The Philosophy of Quality b. Introduction to Statistical Process Control and “Six Sigma” c. Lean Operations
Week 9	MIDTERM EXAM	
Week 10	Ch. 11: Forecasting Supplemental Readings	6. Demand Forecasting <ol style="list-style-type: none"> a. The Need for Accurate Demand Forecasting b. Quantitative Forecasting Techniques c. Measuring Forecast Accuracy d. Qualitative Forecasting Methods

Week 11	Ch. 12: Capacity Planning Ch. 13: Scheduling Operations (pp. 320 – 322 only) Supplemental Readings	7. Capacity Management a. Defining and Measuring Capacity b. Right-sizing Decisions c. Theory of Constraints
Week 12	Ch. 12: Capacity Planning Supplemental Readings	8. Facilities Planning a. Location Analysis and Site Selection b. Facility Layout c. Workplace Design
Week 13	Ch. 12: Capacity Planning Ch. 16: Materials Requirements Planning and ERP	9. Planning and Coordination a. Aggregate Planning b. Materials Resource Planning (MRP) c. Enterprise Resource Planning (ERP)
Week 14	Ch. 10: Supply Chain Management	10. Supply Chain Management a. Managing Suppliers b. Materials Management c. Distribution and Logistics Management
Week 15	Supplemental Readings	11. Human Resources in Operations Management a. Job Design b. Ergonomics
Week 16	MOCK DEFENSE (select groups only)	
Week 17	PROJECT DEFENSE	
Finals Week	FINAL EXAM	

Note: Long test dates are tentative.

D. Course Requirements

<i>Course Requirement</i>	<i>Weights</i>
2 Long Exams • Midterm Exam • Final Exam	25% 25%
Group Project • Partial Paper • Final Paper	5% 10% 10%

<ul style="list-style-type: none"> Final Presentation 	
In-Class Activities <ul style="list-style-type: none"> Quizzes Written Analysis of a Case Class Participation 	25%

Long exams are the most important gauge of individual performance in this course. As such, students whose average grade in the two long exams is equivalent to an “F” will automatically receive a final grade of “F” regardless of the marks obtained in the other course requirements.

The teacher reserves the right to adjust the conversion scale based on relative performances. The teacher may also adjust individual student grades if his overall performance, behavior and character merit this recognition. The teacher, of course, has no right to pull down any student’s grade point achievement.

E. Course Project

Your project paper will involve the operations audit of the company you have chosen for your LS 125 class. It would be extremely helpful if members of the group have contacts in the chosen industry who could serve as a guide in completing the audit.

The guidelines for the project will be provided separately. You will also be required to submit an interim deliverable in August. The defense is tentatively scheduled during the week before finals week.

Note that each student will be asked to ***force rank*** their group members at the end of the semester. Grades for group work may be ***adjusted upward or downward*** to account for each individual’s relative contribution.

F. Grade Equivalents

92 - 100	3.76 – 4.00	A	76 - 78	1.81 – 2.30	C
87 - 91	3.31 – 3.75	B+	70 - 75	1.00 – 1.80	D
83 - 86	2.81 – 3.30	B	Below 70	Below 1.00	F
79 - 82	2.31 – 2.80	C+			

G. Class Policies

1. **Attendance:** Students are expected to attend all scheduled classes. Although it is a privilege to have a certain amount of cuts, this privilege comes with responsibility. It is up to the student to make up for all the missed lectures and class work due to his absence.
2. **Punctuality:** Students are allowed at most 3 cuts in this 3 unit course. There is no distinction between an excused and an unexcused absence. A late is equivalent to half a cut. Students who come to class between five and twenty minutes after the scheduled start of class will be considered late. Those who arrive more than twenty minutes after the scheduled start of class will be marked absent.

- Your instructor will never be absent without notice, although may be sometimes late. Unless informed otherwise, please assume that class will push through at all times.
3. **Dress Code:** Students are expected to adhere to the Dress Code set by the JG School of Management.
 4. **Quizzes:** Quizzes may be given every meeting. Latecomers risk not being allowed to take the quiz. No make-up quizzes will be given.
 5. **Examinations:** Long exams are to be taken as scheduled. A student who fails to take an exam for no justifiable reason automatically gets a grade of F for that particular exam.
 - Long exam regrade requests will only be accepted within one calendar week following the return of the exam. A letter explaining what needs to be corrected should be submitted together with the original exam to the Department Secretary (Ms. Anna Geronimo). The course instructor reserves the right to review all your answers in the exam, not just the one you requested to be regarded. This may result to an increase or decrease in your total score. All regrade decisions are final.
 6. **Class Participation:** Students are highly encouraged to participate during class discussions. Class participation will have a significant effect in the computation of the final grade.
 7. **Academic Integrity:** Academic dishonesty is a grave offense, which goes against the values that the university holds. Students who are caught will be given a grade of F for the said requirement (or the final grade) and shall be brought to the Discipline Committee for further disciplinary action. The following are examples of academic dishonesty:
 - Cheating during exams
 - Submitting spurious reports copied from pervious materials other than his/her own.
 - Copying another student's work including assignments and reports
 - Receiving assistance from anyone else with graded take-home activities.
 - Plagiarism

The instructor reserves the right to make changes to this syllabus as the pace and environment of the class dictates.