Course Objectives:

1. To understand the role of operations in different types of organizations and how operations can be a source of competitive advantage for any organization.
2. To recognize the tradeoffs and alternatives that operations managers’ face and the impact their choices have on the organization's capabilities and success.
3. To understand and recognize the contribution of emergent concepts in
   - Capacity and facilities strategy.
   - Process design and improvement
4. To understand specific concepts related to
   - Supply chain management
   - Quality management
   - Project Management.

Instructor:

Prof. Amit Raturi,
Operations, Business Analytics, and Information Systems Department
Lindner College of Business
Office Location: 530 Lindner

Ways to contact me (in order of preference):
- Email: amit.raturi@uc.edu
- Send a text message to my cell 513-263-0925
- Call my cell (not after 7 PM please)

Office Hours: M 4-6 PM (at Carver Woods)

Text and Class Materials (REQUIRED):


Blackboard
Everything you need to take this course is available on Blackboard.

Responsibilities and Grading:

Your grade will be based on four factors:

1. **Journal consisting of at least Five Reflections per week (350 Points).**
   Handouts in class will give you ample opportunity to reflect on at least 5 issues every class. Your journal entries for the day should be either the completion of class exercises or reflections on it. Solution keys and debriefs will be provided for your learning and
review since I may not be able to grade them on a timely basis. All journals are due on
the day of the final exam. Samples can be submitted during the session for feedback and assessment.

2. **Class participation (50 Points).** You must bring your name cards to class every session. If you do not have a name card during a session, you are likely to forego all CP points for that session.

3. **Case report and presentation (150 points):** This is a group project with 5 students and entails a report and a formal 20 minute presentation to the class. You may assume that I have read the case and am reasonably familiar with the action and setting within which a decision must be made. The narrative portion of your written case analyses should not be longer than three pages of single spaced typescript. You may attach any amount of exhibits to support your recommendations. The report should be concise, direct, and convincing. Grammar, punctuation, and the writing style affect the report's grade. Late assignments will not be accepted. Reports that are not typed or that are poorly presented will not be graded. The format of the report should be:

- The **Problem Statement** should concisely state the question that must be addressed, and the restrictions (financial, time, resource limitations; or policies) that affect the resolving of the problem. Be sure that you address the central problem, not the symptoms of it.

- The **Recommendations** must focus on a plan of action that will correct the situation. Your plan must be practical and implementable.

- The **Alternative and Analysis** section should outline the major alternatives that you considered and provide an analysis that leads to the selection of the recommended plan.

- The **Limitations** section must expand upon the recommended plan of action taking into account the caveats or limitations that may restrict its practicality. Presentations are expected to be 20 minutes long followed by a question/answer session. All group members MUST present.

4. **Final Exam (450 points):** The final exam will require about 3 hours in the last week. It will be a closed book exam consisting of multiple choice questions, operations reasoning exercises, essay questions and longer problems. In many of the multiple choice questions, you may be required to do a short calculation demonstrating your understanding of the concept. Operations reasoning exercises will be Agree/Disagree style statements where you have to justify your selection in words. Essay questions will typically test deeper understanding of the material either through arguments or your reflection/response to a business situation. Finally, problems will be minor variations of specific problem types that you have solved in your assignments.

*Incomplete Policy*

The university policy is: The I grade will be given only if a student, through no fault of his/her own, is unable to complete the course and has an excused absence from the
instructor. Students receiving an “I” grade must contact the instructor during the first week of the immediately following semester to arrange a procedure for completing the course.

Withdrawal policy: The college policy is followed.

Academic Honesty and Integrity

I take this very seriously. The submittal of an assignment, project, or quiz is an implicit statement that the work is that only of the student submitting the material, and that no assistance was obtained from any other person. Academic integrity also means that you will not copy any exam questions by any means (e.g. screen shots), save them, or distribute them to others, at any time, either during the course or after the course is completed.

The official College Student Code of Conduct is given below – read this very carefully. Students are required to comply with the Student Code of Conduct of the University of Cincinnati. The Code identifies student behavior which is considered unacceptable, including academic misconduct, such as cheating, fabrication and plagiarism. It is your responsibility to know what constitutes academic misconduct and to comply with the Student Code of Conduct. Examples of cheating on an exam includes bringing written notes into the exam, looking at someone else’s exam, allowing another student to look at your exam, using a programmable calculator to store information and use it on the exam or using a cell phone to access information over the internet or receive text messages. Example of cheating on a homework assignment include copying another student’s homework and submitting it as your own. Cheating also includes making copies of the homework you have completed and giving it to another student for submission. If you have questions about what type of collaboration constitutes a violation of the Student Code of Conduct, please contact me with your questions, before submitting the work. Any violation of this type will result in disciplinary action. The severity of the discipline will be at the discretion of the instructor, but may include a grade of F on the assignment, a grade of F in the course, reporting the student to the Lindner College of Business Disciplinary Committee, the Dean of the College, the University Disciplinary Committee and by adding the incident to the student’s Academic Record. Note that an F given for academic misconduct will be reported to the registrar and may not then be replaced by taking the course over. Please note that the punishment is for the academic misconduct and does not reflect whether the student knows the material or could otherwise pass the class.

My expectations are simple:

1. Review and critique all materials (Notes, Powerpoint, additional materials)
2. Participate actively in class discussions/exercises
3. Thoughtfully complete all assigned work on assignments and cases
4. Prepare and deliver diligently on the final exam
<table>
<thead>
<tr>
<th>Module</th>
<th>Topic to be discussed</th>
<th>Text and Cases</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td>Introduction to operations and operations strategy</td>
<td>Reading 1. Introduction to Operations</td>
<td>Form case groups for presentation.</td>
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<tr>
<td>May 8</td>
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<td>Read and prepare to discuss the Andreas Stihl case for next week</td>
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<td>Finish reviewing Reading 1</td>
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<td>Complete journal entries for week 1</td>
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<tr>
<td>Module 2</td>
<td>Case: Andres Stihl Capacity and Facilities Planning</td>
<td>Reading 2: Capacity and Facilities planning</td>
<td>Finish reviewing Reading 2</td>
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<td>May 15</td>
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<td>Complete journal entries for week 2</td>
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<tr>
<td>Module 3</td>
<td>Case: SeaPines Process Design and Improvement</td>
<td>Reading 3: Process design and Improvement.</td>
<td>Finish reviewing Reading 3</td>
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<td>May 22</td>
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<td>Complete journal entries for week 3</td>
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<td>Module 4</td>
<td>Case: Southwest Quality management</td>
<td>Reading 4: Quality management</td>
<td>Finish reviewing Reading 4</td>
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<td>May 29</td>
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<td>Complete journal entries for week 4</td>
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<td>Module 5</td>
<td>Case: Kathy Supply chain management</td>
<td>Reading 5: Supply chain management</td>
<td>Finish reviewing Reading 5</td>
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<td>June 5</td>
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<td>Complete journal entries for week 5</td>
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<td>June 12</td>
<td>Case: Ikea Beer Game</td>
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<td>Review for Exam</td>
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<td>June 19</td>
<td>Final exam</td>
<td>In class, 3 hours, Closed book.</td>
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