

University of Richmond - Robins School of Business

MGMT 340 Operations Management

(This section supports your IBUS concentration requirements)

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Office Hours: TBD

Text:

A custom textbook will be designed by using chapters from different books (both McGraw-Hill and Prentice Hall have this service) and packaging it with case studies from Harvard Business School, University of Virginia's Darden School, and the European Case Clearing House. Textbooks for first half of the course include Operations Now by Byron Finch (McGraw-Hill) and Operations Management by William Stevenson (McGraw-Hill). Potential textbooks to be used for the second half of the course include Global Operations and Logistics by Dornier et al. (Wiley) and Operations Management: Quality and Competitiveness in a Global Environment by Russel and Taylor (Wiley).

Course Description & Objectives:

Business today is set in a global environment. This global environment is forcing companies, regardless of their location or primary market base, to consider the rest of the world in their competitive strategy analysis. Nowadays, it is not uncommon for a company to develop a new product in the United States, manufacture it in Asia, and sell it in Europe. Today's global environment is characterized by substantial wage-rate differentials, expanding foreign markets, high-speed information links, and improved transportation. As a result, efficiency barriers of time and space between countries are breaking down. Operations function of a firm necessarily must adopt a global dimension.

In the beginning of this semester, you will first learn how to map, analyze and improve processes. Later in the semester you will carry the same skills into a global setting and focus on supply chain issues. At the end of the course you will have a thorough understanding of current global issues in Operations and will be able to design or improve operational processes in global scale.

Grading Policy:

Midterm	30%
Final	30%
Case reports	20%
Class participation	20%

Course Coverage:

Module 1: Introduction to Operations (4 weeks)

- Competitiveness through Operations
- Effect of uncertainty on operations
- Forecasting future demand
 - *Case: L.L. Bean: Item forecasting and inventory management*
- Inventory management to hedge against uncertainty
 - *Case: Blanchard Importing and Distribution Co.*

Module 2: Process Analysis and Improvement (3 weeks)

- Process mapping
 - *Case: Throughput time management in the Pharmaceutical Industry: Boehringer Ingelheim*
- Process control
 - *Case: Deutsche Allgemeinversicherung*
- Total quality management
 - *Case: Motorola - Penang*
- Process improvement and Six-Sigma
 - *Case: Six-Sigma at Honeywell*
- Lean operations
 - *Case: Taiichi Ohno and the Toyota Production System)*

Module 3: Global Operations (7 weeks)

- Introduction to supply chain management
 - *Case: Global supply chain management: Best practices at Li & Fung Limited)*
- Sources of uncertainties in global operations
 - *Case: Merck Mexico: Supply chain management in Latin America*
- Off-shoring
 - *Case: Saint Gobain: Expansion options in emerging markets*
- Performance measurement in global operations
 - *Case: Sport Obermeyer*
- Risk management in global operations
 - *Case: BMW: Globalizing Manufacturing Operations*
- Supply chain security initiatives
- Information technology and standards in global operations

Note: The cases listed above are tentative and were picked after an initial screening. A more thorough screening will be performed in Summer 2007.