



Course Title	Operations Management
Course Level	Undergraduate
Domain	Management
Language	English
Nb. Face to Face Hours	36 (3hrs. sessions)
E-learning Support	Mycourse Yes
ECTS	6
Semester	2

Course Title

Operations Management

Professor

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Contact Information

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Language

English

Overview

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.

Assigned readings and materials are vital. Preparing the assigned material before class, allows the student to gain a better understanding of the issue to be discussed in class. Students are also able to actively participate and provide valuable insights on the issues at hand.

The objective of the assigned articles is to help students think critically about the points of view of thought leaders in operations management. This will enhance our examination of how operations management models and principles can be applied to real world organizational challenges, and assist the student in developing leadership and managerial capabilities.

The course material is thus intended to help develop awareness and knowledge of multiple issues associated with operating a business. The cases and class activities are designed to help students in applying theory to practical situations.

Prerequisites

Introduction to Management
Economics 101

Course Objectives

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

Learning Outcomes

Upon successful completion of this course, students should be able to:

1. Be familiar with core operations management concepts and processes, and their relationships with other business functions.
2. Understand how Operations Management is fundamental to the value-creation processes of an organization and how it can be a source of competitive advantage.
3. Understand the importance of operations to all organizations that produce goods and/or provide services.
4. Understand various systems for managing operations such as Material Requirements Planning (MRP), Enterprise Resource Planning (ERP) and Just-in-Time Production (JIT).
5. Analyze situations and identify appropriate techniques for planning and scheduling.
6. Understand quality theories such as TQM, Six Sigma, Lean and TOC.
7. Define, analyze and solve operations problems from a strategic perspective.
8. Analyze situations and offer solutions to business problems in the operations area.
9. Understand the place of human factors that may influence job design and work measurement.
10. Demonstrate critical thinking and the application of core competencies in business decision making.
11. Understand the global environment.
12. Communicate well and work collaboratively.

Mode of Assessment

Class Attendance and Participation	10%
2 Presentations (each worth 15%)	30%
2 exams each worth 20%	40%
Final Project	20%

Course Schedule

Session	Themes	Reading and tasks to be completed before class
1	Introduction to Operations Management Winning Customers and competing effectively	Read: <ul style="list-style-type: none"> • Building an Insights Engine
2	Operations Process and Lifecycles	Read : <ul style="list-style-type: none"> • Introduction to Process Analysis • Chapter 7 (text book)
3	Locating, designing and Managing Facilities	Read: <ul style="list-style-type: none"> • It May be Cheaper to Manufacture at Home
4	Managing Supply chain relationships	Read: <ul style="list-style-type: none"> • Don't Let Your Supply Chain Control Your Business
5	Managing materials and inventory performance	Read: <ul style="list-style-type: none"> • Don't Tweek Your Supply Chain Manage it End to End • Be sure you have read up to Chapter 15 of the book The Goal.

6	Managing capacity and demand Exam 1	Read: <ul style="list-style-type: none"> • Should Your Business Be Less Productive? • Can Product Returns Make You Money?
7	<i>Managing Queuing and Customer Satisfaction</i>	Read: <ul style="list-style-type: none"> • When Unhappy Customers Strike Back
8	Quality Management Exam 2	Read : <ul style="list-style-type: none"> • Medication Management at ACME Medical Center
9	Designing Processes and Using Technology	Read: <ul style="list-style-type: none"> • Are You Having Trouble Keeping Your Operations Focused? • Break Your Industries Bottlenecks • Case: Can You Cut Turn Times Without Adding Staff?
10	Planning for projects, crises and business continuity	Read: <ul style="list-style-type: none"> • Reigniting Growth • How BMW is Defusing the Demographic Time Bomb • Chapter 3 (text book)
11	<i>Operations Strategy: Lean and Agile Production</i>	Read: <ul style="list-style-type: none"> • Europe's Solution Factories • Case: The Case of the Machinist Mutiny
12	Innovation and Continuous Improvement	Read: <ul style="list-style-type: none"> • The Other Disruption • The 3D Printing Revolution

Bibliography

Goldratt and Cox, The Goal

Heizer and Render, Operations Management – Sustainability and Supply Chain Management, 12th ed., 2016.

MyCourse

This course is on MyCourse: **Yes**

Grading

The numerical grade distribution will dictate the final grade.

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 including printouts of the cases to be discussed to class.

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: There will be 2 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 short answer format.

Assignments: These must be submitted on Blackboard before the course commences on the due date. You must also bring a printed copy to class.

Individual or Group Presentations

Academic integrity

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

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