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Operations Management (OM): Management of the efficient transformation of inputs into outputs to suitably satisfy customers. Inputs are materials, labor, capital and management. Outputs are products or services that customers want and pay for. The course provides an introduction to the operations and the related management concepts. The level of discussion varies from strategic to daily control of business processes.

Course Objective: The student should be able to determine performance measures of manufacturing/service processes/systems in key operational dimensions. The student should also know what factors affect these measures, how these measures can be calculated and how these measures can be improved. Specifically,

1. **Describe**: Describe & explain services, manufacturing, just in time and total quality management strategies.
2. **Prescribe**:
   (a) Derive and compute optimal decisions, and performance measures such as costs and profits.
   (b) Develop analytical thinking in operations practices.

Said differently, students will be able

1. To discuss a range of operation settings
   (a) To explain the role of operations, and their interaction with the other activities of a firm: finance, marketing, organization, accounting, corporate governance, etc.
   (b) To understand the effect of operations on firm, people and society.
   (c) To appreciate the excitement, challenge and creativity associated with managing operations.
2. To analyze operation processes from various perspectives such as efficiency, responsiveness, quality and productivity. To learn basic but useful analytical skills and tools in studying operations in specific and other activities (marketing, finance, etc.) in general.

Prerequisites: Elementary knowledge of calculus and probability, or consent of the instructor. Math refresher: UTD has a math refresher course that can help you remember what you learnt in a calculus course. The math refresher should be available online at https://jindal.utdallas.edu/application/math-refresher-course/. Khan Academy https://www.khanacademy.org/ and others have free online courses on probability and calculus.

Related concentrations and degree. For MBA students: Operations Management Concentration. For Master students: Supply Chain Management Concentration; Master of Science Degree: Supply Chain Management.

Related operations courses are listed in UTDallas Graduate Course Catalog and include the following, of which the first three are core courses for Supply Chain Management MS degree:

- OPRE 6366: Global Supply Chain Management by Prof. Metin Çakanyıldırım et al.
- OPRE 6370: Logistics, Distribution and Warehousing by Prof. Alp Muharremoglu et al.
- OPRE 6371: Strategic Purchasing, Sourcing and Contract Management by Prof. Elena Katok et al.
- OPRE 6377: Demand and Revenue Management by Prof. Metin Çakanyıldırım.


Required cases available online at https://cb.hbsp.harvard.edu/cbmp/access/39483421 are

- CRU Computer Rentals, 6p, Northwestern Case available as HBS 9-KEL-017.
- Hewlett-Packard Co.: Desk Jet Printer Supply Chain (A), 12p, Stanford Case available as HBS GS3A.
Suggested Course Material

- Textbooks for other Supply Chain Management cores:

- Supplementary books:

Academic Integrity

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the Rules and Regulations of the Board of Regents of the University of Texas System, Part 1, Chapter VI, Section 3, and in Title V, Rules on Student Services and Activities of the Course Syllabus Page 8, University’s Handbook of Operating Procedures. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SSB 4.400, 972.883.6391). A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents’ Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

The faculty and administration of the School of Management expect from our students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work. We want to establish a reputation for the honorable behavior of our graduates, which extends throughout their careers. Both your individual reputation and the school’s reputation matter to your success. The Judicial Affairs website lists examples of academic dishonesty: [http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-Basicexamples.html](http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-Basicexamples.html).

Plagiarism on written assignments, especially from the web, from portions of papers for other classes, and from any other source is unacceptable. On written assignments, this course can use the resources of [https://turnitin.com](https://turnitin.com), which searches the web for plagiarized content and is over 90% effective.

During tests/quizzes, students in this section are not allowed to use any electronic devices, including IPads, IPhones, iPods, MP3 Players, earphones, radios, smart phones, cameras, multi-function timepieces or computers. When possible, students should sit in alternating seats, face forward at all times, and remove any clothing which might conceal eye movements, reflect images of another’s work. Exam proctors will monitor any communication/signaling between students by talking, whispering, making sounds or by using your hands, feet, other body movements, the test paper itself or your writing implement.
• Grading:
  
  – 5% * Class attendance and contribution: Especially contribution to case discussion is important. Everyone must prepare each case in advance. Please expect to be called upon to discuss the case.
  
  – 30% * Homeworks: There will be about 6 homeworks. You may discuss homework problems with others, but you must write up by yourself with the full understanding of what you write. Students handing in identical assignments will be violating university regulations and will not receive credit! Late homeworks are not allowed unless you negotiate with the TA at least one day in advance. Your minimum homework grade will be dropped from consideration.
  
  – 10% * Case report: Each student chooses 1 case out of 4 cases and writes a report of at most 5 pages. Each report is due to the beginning of the lecture which includes the case discussion. In your report, summarize the case in 1 paragraph, explain the major problem, propose and defend your solutions to the major problem. Cases such as CRU Computer Rentals and Hewlett-Packard Co. require computations to substantiate recommendations. In your report, you are expected to use analytical arguments with a clearly identifiable cause-effect relationship(s).
  
  – 27% * Quiz A: Oct 23 in-class
  
  – 28% * Quiz B: Dec 11 in-class.

Two-case report option: Each student has the option to submit two case reports to increase case report weight to 20% and to decrease Quiz A weight to 22% and Quiz B weight to 23%. If you are planning on exercising this option and would like to have some flexibility of choosing among cases, you may want to write a case report before Quiz A. You do not have to inform the professor about your intentions, it suffices to submit two case reports to exercise the option.

• Overall grades will be curved by considering the current class average and previous class averages.

• Name cards: Everyone is expected to place a name card on his/her desk. This will increase your attendance/participation grade.

• Two SOM centers of interest are the Center for Intelligent Supply Networks (C4ISN) and the International Center for Decision and Risk Analysis (ICDRIA). Centers sponsor activities that complement the classroom learning. Interaction with the Advisory Boards of the centers, participation in a capstone project and student internships provide students the opportunity to network with industry leaders and gain practical experience. Students are also exposed to the current operations challenges and trends by listening to guest speakers and by visiting manufacturing and service organizations running effective operations. The web addresses for the centers are http://som.utdallas.edu/centers/c4isn and http://som.utdallas.edu/centers/icdria.

• Local professional organizations of interest include: Informs http://www.informs.org/site/ChapterDFW; APICS http://www.ntxapics.org; CSCMP http://www.dfwscmp.org; ISM http://www.ismdallas.org. These organizations have monthly meetings in DFW.

• Career Center: The SOM Career Center provides the following services: Career Counseling, Resume Assistance, Interview Assistance, Job Search Assistance, Career Resource Library, Web Resume Database, On Campus Recruiting, Active Internship Program. The SOM center is located on the second floor of SOM. The UTD career center is at http://www.utdallas.edu/career/.

• Portal for OM: PortOM (course web page) can be reached via www.utdallas.edu/~metin/teaching.html with the course password ................. .
Tentative Course Timeline

**WORK FLOW MANAGEMENT**
   Ch2: Process View. Inventory, Thruput, Flowtime.
   Ch4: Labor Requirements. Line Balancing.
03. Lec Sep11. Ch6: Finance/Accounting interface with Operations.
   ...... Case: CRU Computer Rental.
04. Lec Sep18. Ch7: Batching: Set up Times and Economic Order Quantity.
   ...... Case: Kristen’s Cookie Co.

**ANALYTICAL DECISION MAKING: FORMULATIONS**
05. Lec Sep25. ...... Introduction to Linear Programming Formulations. Objectives, Constraints.
   ...... Formulation Examples with 2 variables.
06. Lec Oct02. ...... Formulation Examples with many variables.
   ...... Integer Programming Formulations. Examples.
07. Lec Oct09. ...... Small cases with Excel solver.

**SERVICE MANAGEMENT: QUEUES**
   ...... Effect of Randomness on Thruput and Examples.
   Oct23. Quiz A

**QUALITY MANAGEMENT**
10. Lec Nov06. Ch10: Quality management.
    ...... Statistical Quality Control.
    ...... Case: Toyota Motor Manufacturing.

**INVENTORY MANAGEMENT**
    ...... The Newsvendor Model.
   Week of Nov23 Fall break and Thanksgiving holiday.
    ...... Case: Hewlett-Packard Co.: Desk Jet Printer Supply Chain.
   Dec11. Quiz B

- Being introductory, this course does not discuss the software used to manage real life operations. Suggested courses to cover such software: OPRE 6368 and SAP courses offered by informations systems area.
- We are skipping 6 important chapters in the textbook:
  - Ch16: Revenue management with capacity controls. Suggested course: OPRE 6377.
  - Ch17: Supply chain coordination. Suggested course: OPRE 6366.
  - Ch18: Sustainable Operation. Suggested courses: OPRE 6366 and OPRE 6389.
- The textbook overlooks at transportation operations. Suggested course to cover this: OPRE 6370.