

## Operations Strategy; MBA 660

University of Indianapolis • Day and Time: Tuesday – 5:45PM to 8:45PM  
Class Meeting Dates: Start August 26, 2008; Conclude December 2, 2008

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Professor: Stanley J. Osweiler  
Office: Esch Hall 052B  
University Phone: 317-781-5779  
E-Mail: [sosweiler@uindy.edu](mailto:sosweiler@uindy.edu)  
Office Hours: Tuesday 2:30 PM to 5:30PM  
Wednesday 10:00 AM to 1:30PM  
Thursday 2:30 PM to 5:30 PM  
Other times by appointment

Textbook: Jacobs, Chase & Aquilano (2009), 12th Edition. *Operations and Supply Management*. McGraw Hill/Irwin: New York, NY  
ISBN: 0-07-340329-8

### **Course Objective:**

The objective of this course is to present a comprehensive program of current operations and supply management strategic thinking, tools, techniques, and considerations, with particular emphasis on exposure to the practical application of theories and concepts found in the text. In the process of this presentation, students will participate in reading, discussion and hands-on activities that will span a broad spectrum of topics, to include - but not necessarily limited to – the operational implications involved in competition, manufacturing and service process design, quality management, supply chain strategies, capacity management, “lean” manufacturing, and MRP.

Full development of the several important issues to be studied in MBA 660 can only be achieved through a combination of (a) thorough reading and study of the text material away from the classroom and BEFORE each class session, (b) thoughtful and continuous participation in the classroom, and (c) enthusiastic involvement in the opportunities presented for practical application of textbook and classroom concepts. Recognizing that productivity in learning is a shared responsibility, it is a fair, reasonable, and uncompromising expectation that each student will (a) come to every class having studied the assigned reading material, and (b) be fully prepared to interact.

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| <p><b><u>All students in this course are expected to have secured the appropriate text – and prepared the noted assignments – by the first class meeting.</u></b></p> |
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### **Assigned Activity Values and Grading:**

| Activity   | Points Value (Each) | Points Value (Total) |
|--|---------------------|----------------------|
| Case Preparation and Discussion (20 Chapters)              | 3.0                 | 60.0                 |
| Current Event Article/Example and Discussion (20 Chapters) | 0.5                 | 10.0                 |
| Exams (3)  | 10.0                | 30.0                 |
| TOTAL POSSIBLE POINTS                                      |                     | 100.0                |

| Accumulated Points | Letter Grade |
|--------------------|--------------|
| 95 to 100          | A            |
| 85 to 94           | B            |
| 70 to 85           | C            |
| 60 to 69           | D            |
| Less than 60       | F            |

### **Assigned Activity Detail and Terminology:**

#### Case Preparation and Discussion:

Commencing with the first class meeting – and for each subsequent week - students will be invited to prepare and submit a typed assessment and commentary on the case study(ies) assigned for that week. In addition to submitting the case analysis(es) to the professor, students should (a) expect to be called upon during the class session, and (b) use their prepared cases analyses as a basis for class discussion. These assignments – as with all written assignments - are to be typed, double-spaced, using a 10-point font, with 1.25" margins left and right, and 1.0" margins top and bottom. These assignments must be submitted to the instructor - on paper - at the end of the class session, and received electronically by the instructor no later than 6:00PM on the same day, as a Word document attachment to an e-mail. Case analyses not received in both formats – and at the required time - will be considered missing, and graded accordingly.

#### Current Event Article or Example, and Discussion:

Commencing with the first chapter of the text – and for each subsequent chapter – students will be invited to identify a current event, news story – or, preferably, a real world example from their own experience - that is directly related to the course and/or the assigned readings for the week. "Directly related" and "applicable" are the key words here. The event, article or example may be taken from the student's choice of sources and brought to class for brief discussion/explanation by each student. Students are required to submit these assignments on paper, electronically and on time, as noted above. Current Event Articles not received in both formats will be considered missing, and graded accordingly.

#### Exams and Written/Essay Assignments:

Three comprehensive exams will be administered during the semester. These exams will consider materials and information taken from the textbook, class lectures, guest speakers, outside sources, or other appropriate and relevant resources. The format of these exams will be announced by the professor.

**Any and all** written/essay assignments prepared outside the classroom are to be typed, double-spaced, using a 10-point font, with 1.25" margins left and right, and 1.0" margins top and bottom.

#### Class Participation:

Lively and spirited classroom participation adds to the enjoyment of the learning experience, enhances the depth of learning, and encourages further investigation and study. It is a reasonable and uncompromising expectation that students will come to each class having read the assigned material, and thoroughly prepared to take an active role in the classroom experience. Students should expect to be called upon to offer comments and observations during the class session.

#### Special Activities/Guests:

Exposure to the practical aspects of operations is a key component in the learning and development of students of operations strategy. As such, this activity will seek to find unique and innovative opportunities for students to make meaningful connections between textbook theory and the practicality of real world application outside the classroom.

#### **Other Issues:**

##### Absences and/or Late Arrival to Class:

It is a reasonable expectation that students attend class regularly, and that they manage their respective schedules in such away as to balance the demands of this course and other necessary activities. Students who may be engaged in University-sanctioned activities are responsible for alerting the professor - **in advance** - of absences. Students who expect to be absent from class, for any reason, must contact the professor - **previous** to the expected absence - to arrange for make-up work, with the caveat that any allowance for make-up work will be at the sole discretion of the professor. **Students should be aware that attendance is taken within five minutes of the published start of each class session**, and that - for each unexcused absence or tardy arrival - up to five points will be deducted from the student's total point achievement for the course.

##### Late Assignments and Make-Up Work:

**Late assignments should be regarded as a serious infraction of course conduct.** Any assignment received late by the professor will - at the sole discretion of the professor - result in a minimum deduction of half the assigned point value for that assignment. Decisions regarding allowing make-up work for missed assignments or exams - for any reason - will be made solely by the professor and will be based upon the circumstances surrounding the specific occurrence.

##### Originality of Work:

Plagiarism of any kind will not be tolerated. In all cases, each assignment **MUST BE THE ORIGINAL WORK OF THE STUDENT, COMPOSED ONLY FOR THIS COURSE, NEVER HAVE BEEN USED PREVIOUSLY FOR ANY OTHER COURSE WORK**, and must be submitted on time. Any written assignments that have been copied, or simply loosely rewritten from other sources, will not be accepted, and could - at the sole discretion of the instructor - result in failure in the entire course.

##### Communication and Electronic Devices:

Students are not permitted to use laptops, translators, telephones, camera phones, pagers, Blackberry's, PDA's or any other type of communication or unauthorized, distracting device during any class session, without the express approval of the professor. All such devices are to be turned off before entering the class session.

### Weekly Assignment and Activity Calendar:

| <b>DAY</b> | <b>DATE</b> | <b>ACTIVITY</b>  |
|------------|-------------|--|
| Tue        | Aug 26-08   | <ul style="list-style-type: none"><li>●<b>Read Chapters 1 and 2 Before Class</b></li><li>●Lecture and Discussion; Chapters 1 and 2</li><li>●Current events articles/examples due; Chapters 1 and 2</li><li>●Prepare and submit responses to the Fast Food Case shown on page 19 of the text</li><li>●Prepare and submit responses to the questions shown at end of the Harley Davidson Case and Timbuktu 2 Case, beginning on page 33 of the text</li></ul>  |
| Tue        | Sep 02-08   | <ul style="list-style-type: none"><li>●<b>Read Chapters 3 and 4 Before Class</b></li><li>●Lecture and Discussion; Chapters 3 and 4</li><li>●Current events articles/examples due; Chapters 3 and 4</li><li>●Prepare and submit responses to the questions shown at the end of the Campus Wedding Case (Part A only) and the Cell Phone Design Case, beginning on page 87 of the text</li><li>●Prepare and submit responses to the questions shown at the end of the Ikea Case and the Dental Spa Case, beginning on page 116 of the text</li></ul>   |
| Tue        | Sep 09-08   | <ul style="list-style-type: none"><li>●<b>Read Chapters 5 and 6 Before Class</b></li><li>●Lecture and Discussion; Chapters 5 and 6</li><li>●Current events articles/examples due; Chapters 5 and 6</li><li>●Prepare and submit responses to the questions shown at the end of the Shouldice Hospital Case and the Cell Phone Design Case, beginning on page 139 of the text</li><li>●Prepare and submit responses to the questions shown at the end of the Casino Money Case (Including the "Problems for Further Thought") and the Kristen's Cookie Case, beginning on page 183 of the text</li></ul> |
| Tue        | Sep 16-08   | <ul style="list-style-type: none"><li>●<b>Read Chapter 7 Before Class</b></li><li>●Lecture, Discussion and/or Guest Speaker; Chapter 7</li><li>●Current events article/example due; Chapter 7</li><li>●Prepare and submit responses to the questions shown at the end of the Circuit Board Case, beginning on page 218 of the text</li></ul>   |
| Tue        | Sep 23-08   | <ul style="list-style-type: none"><li>●<b>Read Chapter 8 Before Class</b></li><li>●Lecture, Discussion and/or Guest Speaker; Chapter 8</li><li>●Current events article/example due; Chapter 8</li><li>●Prepare and submit responses to the questions shown at the end of the Pizza, USA Case and the Contact Centers Case, beginning on page 273 of the text</li></ul>   |

| DAY | DATE      | ACTIVITY  |
|-----|-----------|---|
| Tue | Sep 30-08 | <ul style="list-style-type: none"> <li>●<b>Read Chapters 9 and 10 Before Class</b></li> <li>●Lecture and Discussion; Chapters 9 and 10</li> <li>●Current events articles/examples due; Chapters 9 and 10</li> <li>●Prepare and submit responses to the questions shown at the end of the Hank Kolb Case and the Appreciative Inquiry Case, beginning on page 324 of the text</li> <li>●Prepare and submit responses to the questions shown at the end of the Pepe Jeans Case, beginning on page 380 of the text</li> </ul>      |
| Tue | Oct 07-08 | <ul style="list-style-type: none"> <li>●<b>Read Chapters 11 and 12 Before Class</b></li> <li>●Lecture and Discussion; Chapters 11 and 12</li> <li>●Current events articles/examples due; Chapters 11 and 12</li> <li>●Prepare and submit responses to the questions shown at the end of the Applichem Case, beginning on page 400 of the text</li> <li>●Prepare and submit responses to the questions shown at the end of the Quality Parts Case and the Value Chain Mapping Case, beginning on page 420 of the text</li> </ul> |
| Tue | Oct 14-08 | ● <b>FALL BREAK – NO CLASS</b>  |
| Tue | Oct 21-08 | <ul style="list-style-type: none"> <li>●<b>Read Chapters 13 and 14 Before Class</b></li> <li>●Lecture and Discussion; Chapters 13 and 14</li> <li>●Current events articles/examples due; Chapters 13 and 14</li> <li>●Prepare and submit responses to the questions shown at the end of the California Auto Club Case, beginning on page 444 of the text</li> <li>●Prepare and submit responses to the Review and Discussion Questions shown at the end of Chapter 14, on page 465 of the text</li> </ul>                       |
| Tue | Oct 28-08 | <ul style="list-style-type: none"> <li>●<b>Read Chapter 15 Before Class</b></li> <li>●Lecture, Discussion and/or Guest Speaker; Chapter 15</li> <li>●Current events article/example due; Chapter 15</li> <li>●Prepare and submit responses to the questions shown at the end of the Altavox Electronics Case, beginning on page 512 of the text</li> </ul>  |
| Tue | Nov 04-08 | <ul style="list-style-type: none"> <li>●<b>Read Chapter 16 Before Class</b></li> <li>●Lecture, Discussion and/or Guest Speaker; Chapter 16</li> <li>●Current events article/example due; Chapter 16</li> <li>●Prepare and submit responses to the questions shown at the end of the Bradford Manufacturing Case, beginning on page 541 of the text</li> </ul>   |
| Tue | Nov 11-08 | <ul style="list-style-type: none"> <li>●<b>Read Chapter 17 Before Class</b></li> <li>●Lecture, Discussion and/or Guest Speaker; Chapter 17</li> <li>●Current events article/example due; Chapter 17</li> <li>●Prepare and submit responses to the questions shown at the end of the Hewlett-Packard Case, beginning on page 584 of the text</li> </ul>  |

| <b>DAY</b>        | <b>DATE</b> | <b>ACTIVITY</b>   |
|-------------------|-------------|---|
| Tue               | Nov 18-08   | <b>Read Chapter 18 <u>Before Class</u></b> <ul style="list-style-type: none"> <li>●Lecture, Discussion and/or Guest Speaker; Chapter 18</li> <li>●Current events article/example due; Chapter 18</li> <li>●Prepare and submit responses to the questions shown at the end of the Brunswick Motors Case, beginning on page 619 of the text</li> </ul>      |
| Tue               | Nov 25-08   | <b>Read Chapter 19 <u>Before Class</u></b> <ul style="list-style-type: none"> <li>●Lecture, Discussion and/or Guest Speaker; Chapter 19</li> <li>●Current events article/example due; Chapter 19</li> <li>●Prepare and submit responses to the questions shown at the end of the Keep Patients Waiting Case, beginning on page 649 of the text</li> </ul> |
| Tue               | Dec 02-08   | <b>Read Chapter 20 <u>Before Class</u></b> <ul style="list-style-type: none"> <li>●Lecture, Discussion and/or Guest Speaker; Chapter 20</li> <li>●Current events article/example due; Chapter 20</li> <li>●Prepare and submit responses to the questions shown at the end of the Solve the OPT Quiz Case, beginning on page 712 of the text</li> </ul>    |
| Dec 08 through 12 |             | <b><u>●FINALS WEEK – NO CLASSES</u></b>   |