San José State University  
College of Business  
School of Global Leadership and Innovation

BUS5 140  
Fundamentals of Operations Management  
Spring 2016: Section 10/11

Instructor: Dr. Sharon Qi  
Office Location: BT 450D  
Telephone: 408-924-6880  
Email: sharon.qi@sjsu.edu (preferred contact)  
Office Hours: TH 1:00 – 1:30 PM, or by appointment  
Class Days/Time: Tuesdays and Thursdays (3:00-4:15pm, 140-11;)  
Classroom: Section 11: BBC 322; Section 10: Online

Course Description

Familiarizes students with processes that transform inputs into finished goods and services; helps students understand the importance of operations management and how it interacts with other parts of the organization; develops skills in applying appropriate analytical tools to business operations challenges.

Companies and organizations are created to provide goods and services to the public. At the heart of every organization is operations and its importance cannot be underestimated. The course is a study of operations and the processes leading to the creation of goods and services. It highlights the relationship between operations and other business functions such as human resource, marketing and finance. Global, technological, and ethical Issues relating to designing and managing manufacturing operations will also be tackled.

Course Goals and Learning Outcomes

The operations manager is responsible for planning, organizing, coordinating and controlling organizational resources to produce desired goods and services. This is the subject matter of this course.

In this course, students will develop an understanding of the manufacturing and operation functions. You will learn to design, plan, operate and control manufacturing, production and operations systems. You will be required to use analytical techniques to develop critical thinking and to sharpen decision making skills. You will also have many opportunities to apply what you are learning to resolve problems and issues. Finally, you will be able to demonstrate your mastery of the course content through a final project. The course is designed to help students achieve the following College of Business Student Learning Goals:
Goal 1: Business Knowledge. Develop an understanding of the strategic importance of manufacturing supply chains and how operations can provide a competitive advantage in the marketplace.

Goal 2: Communication. Develop effective oral and written communication skills by presenting problem solutions clearly and logically in writing and orally, to the class.

Goal 3: Ethical Awareness: Recognize, analyze, and articulate solutions to ethical issues that arise in global operations.

Goal 4: Leadership, Teams and Diversity. Comprehend and appreciate the challenges, opportunities and dynamics of leading and working in diverse teams and environments.

Goal 5: Critical Thinking. Be aware, comprehend, analyze and critically evaluate the new demands of the globally competitive business environment that operations managers face today.

Goal 6: An emphasis the importance of change, facilitation of learning, knowledge capture and cross-functional teamwork, leads to the development and articulation of strategies to promote creativity and innovation.

**Required Texts/Readings**

**Textbook:** (required)

*Principles of Operations Management with MyOMLab Access Card, 9/e*
By: Jay Heizer and Barry Render
Note: CD not required

Textbook Options: (please select only ONE option)

<table>
<thead>
<tr>
<th>(1) Hard-Cover Text</th>
<th>(2) Loose-Leaf Text (value edition)</th>
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</table>

**Other equipment / material requirements:**

- Register for an account on MyOMLab: see the instruction on CANVAS
- Students should have access to a computer and the internet.
- Software. You will be expected to know how to use Microsoft Office suite (Excel, Word, Powerpoint) or Google Apps in this course.

**Other Readings:**

- Significant use of other online and offline resources for class discussions
- Other resources, readings, cases and handouts may be distributed in class throughout the course in class or through Canvas.

**MyOMLab System Access:**
It is strongly recommended to access the MyOMLab system provided by Pearson Publisher. Please read the instruction from the publisher and access it accordingly. There are some fees associated. You may consider to buy a package that has Connect access code including eBook, or a package that has the hard copy textbook including the access code to the lab system. The benefit of accessing to the lab system is to practice chapter reading comprehension so that to prepare you for the required quizzes. Many real test questions may be from these practice questions.

**Classroom Protocol**

- In-class exercises, case studies, quizzes, and class participation are important components of the course and attendance is required to earn credit points on all in class coursework.
- Students must turn off or place on silent mode all mobile phones during class hours.
- Please bring your laptops or any mobile device to class. Computers will be used extensively during in-class exercises. However, during lectures and discussions, students are not allowed to use their laptops in the classroom. Using laptops (when not required) in class will result to a **deduction of class participation credit points** for the day.
- All enrolled students are already registered for Canvas. Canvas will be used to post required coursework, additional resources and other announcements. All communications (off-campus) with the students will also be done through Canvas, thus it is the responsibility of each student to regularly check Canvas for course announcements (especially during weekends). Please make sure that you have access and know how to navigate Canvas.
- Important Links:
  - Canvas link: [http://www.sjsu.edu/at/ec/canvas/index.html](http://www.sjsu.edu/at/ec/canvas/index.html)
  - Student resource for Canvas: [http://www.sjsu.edu/at/ec/docs/Canvas%20Student%20Tutorial.pdf](http://www.sjsu.edu/at/ec/docs/Canvas%20Student%20Tutorial.pdf)
- All assigned coursework should be done either in-class, through Canvas or MyOMLab on the date and time that it is due, unless specified otherwise. No makeup coursework will be given. Late submissions will not be accepted.

**Assignments and Grading Policy**

[Academic Policy S12-3](http://www.sjsu.edu/senate/S12-3.htm) at http://www.sjsu.edu/senate/S12-3.htm has defined expected student workload as follows:

“Success in this course is based on the expectation that students will spend, for each unit of credit, a minimum of forty-five hours over the length of the course (normally 3 hours per unit per week with 1 of the hours used for lecture) for instruction or preparation/studying or course related activities. Other course structures will have equivalent workload expectations as described in the syllabus.”
A. **Class Meetings and Discussions.** Each class will consist of short lectures and class discussions led by the instructor on the topic of the session. The class meetings will be highly interactive and students are expected to have done advanced readings on the chapters, viewed the e-lectures and are adequately prepared on the assigned chapters, exercises and cases for the day. Class participation is an important element of the course. Each member of the class could help others learn more by contributing to the class/case discussions through questions, presentations of solutions, and insights. Throughout the semester, class participation will be graded as necessary. As much as possible, the classroom discussions will stick to the fundamentals of the topics and their applications. Due to the importance of class participation, students are expected to follow a seating plan throughout the semester.

B. **Coursework.** Online/offline exercises or cases will be given to practice and apply the operations concepts learned in class. Students will work on exercises and cases either individually or in teams to apply the concepts and methods discussed. Examinations are given to evaluate your understanding of the topics and which have already been discussed. Make-up coursework will not be given. For the details, schedules and due dates for all coursework, see the course schedule at the end of the syllabus.

C. **Final Group Project**

By the end of the 3rd week of the course, students should have formed their own groups of 4-5 members, who would be working on the final term project. The students will submit an operations plan proposal for a product, service, company, organization, or institution. **Details of the project will be provided at the class.**

**Operations Plan Project Objectives:**

a. For the students to synthesize and apply the various concepts, processes and good practice models learned from the class.

b. To cultivate the research skills of the students.

c. To develop the students’ oral and written communicative skills.

d. To develop the students’ ability to think critically and creatively.

The evaluation of the final project will be on the quality of the analysis and the application of relevant concepts. Thus, you should link your observations about the product or service, company and market environment to various concepts you have learned in class or from the textbook. Particular focus would be given to the consistency of the operations strategies with the analysis of the industry. Please ensure that your plan relates to the materials discussed and learned in class. I will be looking for references to concepts, theories and materials from the text and from those used in classroom discussions.

- **Final written proposal.** An actual operations plan length is about 3-5 pages long, single space, excluding appendix. Conciseness is preferred. It will include (1)
Customer issue and related product or service demand in the market; (2) Product or service design solutions, which are supported by good practices as researched, and uniqueness as compared to the general service supply at the market; (3) Operation implementation plan which will include scope, team, resources cost, materials cost, indirect cost, quality control strategies, major milestones, communication agreement (within the internal team, with stakeholders, and with major customers); (4) Significant revenue impact to your company; (5) Appendix as needed. Detailed guideline on the written report and oral presentation will be provided at the class.

- **Group consulting.** Prior to the submission of the final project, group consulting are encouraged to review the status of your term project with the professor after mid-term examination at any time. Please make sure that each team get consultation from the instructor as needed via email or after class appointment. Students are responsible for making the appointments.

D. **Peer Evaluation.** Each member of the group will be asked to evaluate the contribution of all the other team members to the overall team project. The peer evaluation will be used to determine each student’s individual grade for the group project and other group assignments. Each student’s group grade will be adjusted to account for each individual’s relative contribution to the group effort. All students are required to turn in their peer evaluation forms. Students who do not turn in the peer evaluation forms will have a deduction of 5% from the overall group average grade.

E. **Grading**

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<tr>
<th>GRADE DISTRIBUTION</th>
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<tbody>
<tr>
<td>Item</td>
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<tr>
<td>Weekly Assignments</td>
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<td>Exam (4)</td>
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<tr>
<td>Project Presentation</td>
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<td>Project Report</td>
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<td>Class Participation</td>
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<tr>
<td>Individual Observation Report</td>
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<td>TOTAL:</td>
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Final letter grades:

- **A-** 90-93%
- **A** 94-96%
- **A+** 97-100%
- **B-** 80-83%
- **B** 84-86%
- **B+** 87-89%
- **C-** 70-73%
- **C** 74-76%
- **C+** 77-79%
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<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>D-</td>
<td>60-63%</td>
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<tr>
<td>D</td>
<td>64-66%</td>
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<tr>
<td>D+</td>
<td>67-69%</td>
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<tr>
<td>F</td>
<td>&lt;60%</td>
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University Policies

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester’s Catalog Policies section at http://info.sjsu.edu/static/catalog/policies.html. Add/drop deadlines can be found on the current academic year calendars document on the Academic Calendars webpage at http://www.sjsu.edu/provost/services/academic_calendars/. The Late Drop Policy is available at http://www.sjsu.edu/aars/policies/latedrops/policy/. Students should be aware of the current deadlines and penalties for dropping classes.

Information about the latest changes and news is available at the Advising Hub at http://www.sjsu.edu/advising/.

Academic integrity

Your commitment as a student to learning is evidenced by your enrollment at San Jose State University. The University’s Academic Integrity policy S07-2, located at http://www.sjsu.edu/senate/S07-2.htm, requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The Student Conduct and Ethical Development website is available at http://www.sjsu.edu/studentconduct/.

Instances of academic dishonesty will not be tolerated. Cheating on exams or plagiarism (presenting the work of another as your own, or the use of another person’s ideas without giving proper credit) will result in a failing grade and sanctions by the University. For this class, all assignments are to be completed by the individual student unless otherwise specified. If you would like to include your assignment or any material you have submitted, or plan to submit for another class, please note that SJSU’s Academic Integrity Policy S07-2 requires approval of instructors.

Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 at http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf requires that students with disabilities requesting accommodations must register with the Disability Resource Center (DRC) at ttp://www.drc.sjsu.edu/ to establish a record of their disability.

College of Business Policies and Procedures:

Please check the URL at http://www.cob.sjsu.edu/cob/5_STUDENT%20SERVICES/cobpolicy.htm
Mission
The College of Business is the institution of opportunity, providing innovative business education and applied research for the Silicon Valley region.

College of Business Program Goals:
(Not all program learning goals are covered in every course)

1. **Business Knowledge.** Understand basic business principles and demonstrate discipline-specific competencies as applied to local and global environments.

2. **Communication.** Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately.

3. **Ethical Awareness.** Recognize, analyze, and articulate solutions to ethical issues that arise in business.

4. **Leadership, Teams and Diversity.** Comprehend the challenges and opportunities of leading and working in diverse teams and environments.

5. **Critical Thinking.** Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology.

6. **Innovation.** Recognize, analyze, and articulate strategies for promoting creativity and innovation

Student Technology Resources
Computer labs for student use are available in the Academic Success Center at http://www.sjsu.edu/at/asc/ located on the 1st floor of Clark Hall and in the Associated Students Lab on the 2nd floor of the Student Union. Additional computer labs may be available in your department/college. Computers are also available in the Martin Luther King Library.

A wide variety of audio-visual equipment is available for student checkout from Media Services located in IRC 112. These items include DV and HD digital camcorders; digital still cameras; video, slide and overhead projectors; DVD, CD, and audiotape players; sound systems, wireless microphones, projection screens and monitors.

SJSU Peer Connections
Peer Connections, a campus-wide resource for mentoring and tutoring, strives to inspire students to develop their potential as independent learners while they learn to successfully navigate through their university experience. You are encouraged to take advantage of their services which include course-content based tutoring, enhanced study
and time management skills, more effective critical thinking strategies, decision making and problem-solving abilities, and campus resource referrals.

In addition to offering small group, individual, and drop-in tutoring for a number of undergraduate courses, consultation with mentors is available on a drop-in or by appointment basis. Workshops are offered on a wide variety of topics including preparing for the Writing Skills Test (WST), improving your learning and memory, alleviating procrastination, surviving your first semester at SJSU, and other related topics. A computer lab and study space are also available for student use in Room 600 of Student Services Center (SSC).

Peer Connections is located in three locations: SSC, Room 600 (10th Street Garage on the corner of 10th and San Fernando Street), at the 1st floor entrance of Clark Hall, and in the Living Learning Center (LLC) in Campus Village Housing Building B. Visit Peer Connections website at http://peerconnections.sjsu.edu for more information.
Course Schedule

Note:
This is a “live” course schedule and is subject to change with fair notice to the students. Changes will either be announced in class and/or posted on Canvas Announcements.

For online class students, each test is taken in person. Only one extra rescheduled make-up for each test right after regular test time, in case that you have class conflict or work schedule conflict. No individual test make-up is allowed unless it is a very special reason, such as death at home, accidental injury, severe sickness, traffic accident, or natural disaster related. If you cannot arrange it due to your work schedule, please drop the class.

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<thead>
<tr>
<th>Week</th>
<th>Sessions &amp; Date</th>
<th>Topics, Readings, and Activities</th>
<th>Assignments &amp; Due Dates</th>
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<tbody>
<tr>
<td>1.</td>
<td>1/28/2018 (TH) 3:00 – 4:15 PM</td>
<td><strong>Course Introduction:</strong> Course Overview MyOMLab Orientation</td>
<td>Self-Introduction Sheet due</td>
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<td></td>
<td>2/2/2016 (TU) 3:00 – 4:15 PM</td>
<td><strong>Course Introduction (Con’t):</strong> Course Overview (Q&amp;A) iClick Walk-through Form project team</td>
<td><strong>In-Class Group HW:</strong> Team Sheet due (hard copy)</td>
</tr>
<tr>
<td>3</td>
<td>2/4/2016 (TH) 3:00 – 4:15 PM</td>
<td><strong>Reading &amp; Lecture Topic:</strong> Chapter 1: Operations and Productivity Team groups verification</td>
<td><strong>Group HW:</strong> Team groups soft copy due Recommend: Recorded talk on cost accounting by Wendy Li</td>
</tr>
<tr>
<td>4</td>
<td>2/9/2016 (TU) 3:00 – 4:15 PM</td>
<td><strong>Reading &amp; Lecture Topic:</strong> Chapter 2: Operations Strategy in a Global Environment (Verify project team)</td>
<td><strong>Group HW:</strong> Project positioning statement due</td>
</tr>
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<td>Week</td>
<td>Sessions &amp; Date</td>
<td>Topics, Readings, and Activities</td>
<td>Assignments &amp; Due Dates</td>
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| 5    | 2/11/2016 (TH) 3:00 – 4:15 PM | **Reading & Lecture Topic:**  
Chapter 3: Project Management (Scope, Time, Cost) | **Group HW:**  
- Scope statement due  
- Activity List due  
- WBS due |
| 6    | 2/16/2016 (TU) 3:00 – 4:15 PM | **1st Quiz Q&A**  
1st Quiz | Recommended recorded guest speaker: PM Simulation |
| 7    | 2/18/2016 (TH) 3:00 – 4:15 PM | Online Class:  
6:00 – 7:15 PM  
Make-up:  
7:15 – 8:30 PM | 1st Quiz |
| 8    | 2/23/2016 (TU) 3:00 – 4:15 PM | **Reading & Lecture Topic:**  
Chapter 4: Forecasting | **Group HW:**  
Market survey by Survey Monkey (5-10 questions) |
| 9    | 2/25/2015 (TH) 3:00 – 4:15 PM | Chapter 5: Design of Goods and Services | **Group HW:**  
Product or service detailed design due |
| 10   | 3/1/2015 (TU) 3:00 – 4:15 PM  | **Case Discussion:**  
TruEarth Healthy Food Case (*a food product forecasting) from Harvard Business School Case Repository | **In-Class Group HW:**  
TruEarth Health Food Case Reflection (*applied to online class students)  
**Group HW:**  
Labor/Material cost due  
Revenue estimation due |
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<tr>
<th>Week</th>
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<th>Topics, Readings, and Activities</th>
<th>Assignments &amp; Due Dates</th>
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<tr>
<td>11</td>
<td>3/3/2016 (TH) 3:00 – 4:15 PM</td>
<td><strong>Readings &amp; Lecture Topic:</strong> Chapter 6: Managing Quality</td>
<td><em>Group HW:</em> Project quality strategies due</td>
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<td>12</td>
<td>3/8/2016 (TU) 3:00 – 4:15 PM</td>
<td><strong>2nd Quiz Q&amp;A</strong></td>
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<td>13</td>
<td>3/10/2016 (TH) 3:00 – 4:15 PM</td>
<td><strong>2nd Quiz</strong></td>
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<td>Online class: 6:00 – 7:15 PM Make-up: 7:15 – 8:30 PM</td>
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<td>14</td>
<td>3/15/2016 (TU) 3:00 – 4:15 PM</td>
<td><strong>Readings &amp; Lecture Topics:</strong> Chapter 7: Process Strategy</td>
<td><em>Group HW:</em> Process strategy due</td>
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| 15   | 3/17/2016 (TH) 3:00 – 4:15 PM | **Related Topic:** Software Planning Approaches (Traditional and Modern) Comparison  
**Case Discussion:** JHarna Software Planning Process Strategies from Harvard Business School Case Repository | *In-Class Group HW:* JHarna case reflection (*applied to online class students)  
Recommend: recorded talk on ITIL by Zong Ling |
| 16   | 3/22/2016 (TU) 3:00 – 4:15 PM | **Readings & Lecture Topics:** Chapter 8: Location Strategies          | *Group HW:* Location strategy due            
Recommend: recorded talk on Orchard Supply Store Design by Erica Elka |
| 17   | 3/24/2016 (TH)          | Chapter 9: Layout Strategies *Orchard Supply Observation Instruction    | *Group HW:* Layout design due (or online business home) |

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<thead>
<tr>
<th>Week</th>
<th>Sessions &amp; Date</th>
<th>Topics, Readings, and Activities</th>
<th>Assignments &amp; Due Dates</th>
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<tr>
<td>18</td>
<td>3/29/2016 (TU) 3:00 – 4:15 PM</td>
<td>3rd Quiz Q&amp;A</td>
<td>Orchard Supply Store Observation Sheet due</td>
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<td>3/31/2016 (TH) 3:00 – 4:15 PM</td>
<td>3rd Quiz</td>
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<td>Online Class: 6:00 – 7:15 PM Make-up: 7:15 – 8:30 PM</td>
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<td>19</td>
<td>4/5/2016 (TU) 3:00 – 4:15 PM</td>
<td><strong>Readings &amp; Lecture Topics:</strong> Chapter 11: Supply Chain Management</td>
<td>Group HW: Project supply chain strategies due</td>
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<tr>
<td></td>
<td>4/7/2016 (TH) 3:00 – 4:15 PM</td>
<td><strong>Case Discussion:</strong> Amazon Supply Chain Strategy</td>
<td>In-Class Group HW: Amazon Supply Chain Strategy Case Study (*applied to online class students)</td>
</tr>
<tr>
<td>20</td>
<td>4/12/2016 (TU) 3:00 – 4:15 PM</td>
<td><strong>Related Topic:</strong> Intro to procurement management</td>
<td>Group HW: project procurement strategies due</td>
</tr>
<tr>
<td>21</td>
<td>4/14/2016 (TH) 3:00 – 4:15 PM</td>
<td><strong>Readings &amp; Lecture Topics:</strong> Chapter 12: Inventory Management</td>
<td>Group HW: Project inventory strategy due</td>
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<tr>
<td>Week</td>
<td>Sessions &amp; Date</td>
<td>Topics, Readings, and Activities</td>
<td>Assignments &amp; Due Dates</td>
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<td>24</td>
<td>4/19/2016 (TU) 3:00 – 4:15 PM</td>
<td><strong>Readings &amp; Related Lecture Topics:</strong> Chapter 14: Materials Requirements Planning (MRP)</td>
<td>Recommend: recorded talk on EOQ by Jess Marino</td>
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<td></td>
<td>4/21/2016 (TH) 3:00 – 4:15 PM</td>
<td>Related Lecture: Project Closure +Teaming strategies +Stakeholder communication strategies</td>
<td><strong>Group HW:</strong> Revise material cost &amp; Finalize cost plan Recommend: recorded talk on MRP by Jess Marino</td>
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<tr>
<td>25</td>
<td>4/26/2016 (TU) 3:00 – 4:15 PM</td>
<td><strong>4th Quiz Q&amp;A</strong></td>
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<tr>
<td>26</td>
<td>4/28/2016 (TH) 3:00 – 4:15 PM</td>
<td><strong>4th Quiz</strong></td>
<td>Extra credits: MyOMLab due</td>
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<td>Online Class: 6:00 – 7:15 PM Make-up: 7:15 – 8:30 PM</td>
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<td>27</td>
<td>5/3/2016 (TU) 3:00 – 4:15 PM</td>
<td>Impact of Technologies (Big Data) on Operation Management</td>
<td><strong>In-Class Group HW:</strong> Reflection on Big Data</td>
</tr>
<tr>
<td>28</td>
<td>5/5/2016 (TH) 3:00 – 4:15 PM</td>
<td>Live Talk: Social Media Text Mining (by John McPearson)</td>
<td><strong>Group HW:</strong> Project Logistics 4 (a-d) due</td>
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<td>Week</td>
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<td>Assignments &amp; Due Dates</td>
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<td><strong>Recommended: Cell phone camera by Elaine Jin</strong></td>
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</table>
| 30   | 5/10/2016 (TU)  | Live Talk: IBM cloud services    | **Group HW:** Project Logistics 4 (e-g) due  
Recommended extra credit: IBM cloud services |
|      | 3:00 – 4:15 PM  |                                  |                         |
| 31   | 5/12/2016       | Group Project Preparation (Q&A)  |                         |
| 32   | 5/23/2016 (Mon)| **Final group project presentations** | **Group HW:** Final Project Report & Presentation due  
Internal group peer review due  
Group presentation review due  
All extra credits (except MyOMLab) due on 5/24/2016 for 140-11; on 5/21 for 140-10 (online class) |
|      | 2:45 – 4:00 PM  |                                  |                         |
|      | (140-section 11)|                                  |                         |
|      | 5/20/2016 (Fri) |                                  |                         |
|      | 5:00 – 7:30 PM  |                                  |                         |
|      | (Online Class,140-10) |                            |                         |

**Fundamentals of Operation Management Wrap-up/Check List**  
(Yellow/Red = critical tasks; Green/Black = supporting tasks; Blue = extra credits)

**Examination (40%)**  
*Chapters for Quiz 1 (10%):*  
Chapter 1: Operations and Productivity  
Chapter 2: Operation Strategy in a Global Environment  
Chapter 3: Project Management  
*Chapters for Quiz 2 (10%):*  
Chapter 4: Forecasting
Chapter 5: Design of Goods and Services
Chapter 6: Managing Quality

*Chapters for Quiz 3 (10%):*
Chapter 7: Process Strategy
Chapter 8: Location Strategies
Chapter 9: Layout Strategies

*Chapters for Quiz 4 (10%):*
Chapter 11: Supply Chain Management
Chapter 12: Inventory Management
Chapter 14: Materials Requirements Planning
+Intro to procurement/project closure
+Impact of Tech (big data) on operation

**Weekly Assignments (20%):**
Self-Intro Sheet (individual)
Orchard Supply Store Observation Sheet (Individual)

**In-Class Reflection on**
Good Earth Product Launching Case Study (Group)
JHarna Software Planning Process Strategy Case Study (Group)
Big Data Technologies (Group)
Amazon Supply Chain Strategies Case Study (Group)
Two bank service cases comparison (Group)

**In-Class (Project Related) In-Progress HW:**
Team Sheet (Group)
Group project positioning statement (Group)
Product or service detailed design (Group)
Project quality strategies (Group)
Finalized group project rational, product/service solution, revenue estimation (Group)
Project supply chain strategies (Group)
Finalized group project implementation logistics (4a-d) (Group)
Project procurement strategies (Group)
Project closure strategies (Group)
Finalized group project implementation logistics (4e-g) (Group)

**Final Group Project Report (20%):**
Rational (Group) (4%)
Service or Product Solution (Group) (4%)
Revenue Impact (Group) (2%)
Operation plan at project level (Group) (8%)
Appendix (Optional)
Internal group peer review (Individual) (2%)
(*See updated group project guideline for details + Peer review)

Final Group Project Presentation (10%):
10 items about the content & 5 items about presentation skills (Group) (8%)
Peer Group presentation evaluation (Group) (2%)
(*See the presentation guideline for details + Peer group review)

Class Activities Participation (10%):
iClick review game
Contribution to class discussion

Extra Credits (2-5%):
Reflection on recommended talks (recorded or live)
Optional exercise lab (9 chapters)