

GONZAGA-IN-FLORENCE SYLLABUS

Course: OPER 340: Operations Management
3 Credits
Instructor: Alessandro Pazzaglia



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Textbook: Operations Management - Quality and Competitiveness in a Global Environment (Fifth Edition) - By Russell & Taylor -John Wiley & Sons, Inc.

Course Description:

This course mainly concerns the contemporary organization of the Production function. Starting with a description of the relationships among the three most important functions within a company (Finance-Operations-Marketing) it focuses on the different types of strategies that must be formulated and implemented in contemporary firms. These strategies are related to the whole company and to the departments which affect the Productive system (Productivity, Design Process, Reengineering Process, Process plan, Human Resources, etc.). It also considers the new ways of doing business through E-commerce activities and its views on the perspective of the Producer and Consumer as well. A strong consideration is given to Total Quality Management which is the new system which companies should apply to be able to achieve a high level of quality, according to the demand of the market especially now-a-days in a globalized world in which Competition among businesses is getting stronger and which changes the International Business pattern.

Course Objectives:

To enable students to understand the Operations function in its different sections and the techniques used to make decisions related to the Productive System within a company. This course, in fact, should give to students an idea on how operations managers make decisions using different methods and statistical instruments for the different fields.

Grading System:

The weight of every different test is as follows:

- 30% Final exam;
- 30% Mid-term exam;
- 30% tests taken during the course;
- 10% participation in class and homework

Grades:

94-100 %	A
90-93.9%	A-
86-89.9%	B+
83-85.9%	B
80-82.9%	B-
76-79.9%	C+
72-75.9%	C
70-71.9%	C-
65-69.9%	D+
60-64.9%	D
Below 60%	F

Exams:

No make-up exams are offered. If you have any serious problem and justification that require the missing of an exam or test you should contact the instructor as soon as possible. Missing an exam or test is the equivalent of an F that will be factored.

COURSE OUTLINE:

January

- Getting to know the students. Administrative information. Presentation of course.
- The operations function as defined today and the relationship with other important functions of the company
- From productions to operations management: the evolution in history
- Operations management in an E-business environment: categories, impact. The integrated value chain.
- Globalization today: benefits and risks.
- The three levels of competitiveness. The productivity ratio as a measure of competitiveness.
- The four steps of the strategy formulation process. Competition priorities. Strategic decisions in operations.
- The meaning and dimensions of Quality; the Quality from the Consumer's and Producer's perspective.
- Total Quality Management (TQM) and its principles.
- TQM in Services.
- Quality improvement; the cost of quality: good and poor quality Costs.
- The impact of Quality Management on Productivity.
- Measure Instruments of Quality Costs. Identifying quality problems and causes.

February

- The basics of the Statistical Process Control (SPC).
- Statistical Process Control in TQM. Quality measures: attributes and variables.
- Construction of Quality Control Charts for Attributes and Variables (p-Charts, c-Charts, x-Charts and R-Charts)
- The stages of the design process for products.
- The service design process: steps and characteristics of services
- Types of production processes and the process selection with break-even analysis.

March

- Make or buy decisions: equipment selection, process plan and analysis.
- The Process Innovation: steps and the technology decisions involved.
- Different types of basic layouts
- Designing Process Layouts (Block Diagramming and Relationship Diagramming)
- Designing Product Layouts (Line Balancing)
- Different types of hybrid layouts
- The project management and its elements
- Supply chain management and the importance of information through the supply chain.
- Purchasing and suppliers. Supply chain in different types of productions.
- The role of forecasting in supply chain management, the components of forecasting demand, time series methods and the forecast accuracy.
- Inventory management: elements, costs and control systems.
- Capacity and aggregate planning.

April

- Just-in-time processes and Lean Production Systems: elements and benefits.
- Lean Production in Service Companies
- Scheduling and its objectives.