

# GONZAGA-IN-FLORENCE SYLLABUS

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



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**Office hours:** by appointment

**Textbook:** Operations Management – Creating Value along the Supply Chain (Sixth 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
- 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.
- Measuring the company's performance.
- 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.
- Make or buy decisions: equipment selection, process plan and analysis.

### March

- 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.
- Global Supply Chain procurement and distribution.
- The role of forecasting in supply chain management, the components of forecasting demand, time series methods and the forecast accuracy.

### April

- Inventory management: elements, costs and control systems.
- Sales and Operations Planning.
- Lean Production Systems: elements and benefits.
- Lean Production in Service Companies.

January 9, 2012	Getting to know the students. Administrative Information. Presentation of the course.
January 10, 2012	The Operations Function as defined today and the relationship with other important functions of the company.
January 12, 2012	From Productions to Operations Management: the evolution in history
January 16, 2012	Globalization: benefits and risks. (Case study: The challenge of China and India)
January 17, 2012	The three level of Competitiveness. The Productivity ratio as a measure of competitiveness. Chapter 1
January 19, 2012	The four steps of the Strategy Formulation Process. Competition priorities. Measuring the Company's performance. (Case Study: Mission Statement and Strategy at Gonzaga in Florence)
January 23, 2012	The meaning and dimensions of Quality; the Quality from the Consumer's and Producer's perspective.
January 24, 2012	TQM and its principles. TQM in services
January 26, 2012	Quality improvement; the cost of quality: good and poor quality costs. The effect of Quality Management on productivity. (Video and case study: Quality Circles at Honda)
January 30, 2012	Measure Instruments of quality costs. Identifying quality problems and causes.
January 31, 2012	<b>I Test</b>
February 2, 2012	The basics of the Statistical Process Control. Statistical Process Control in TQM. Quality measures: attributes and variables
February 3, 2012	Control Charts for attributes and variables in TQM.
February 6, 2012	Control Charts for variables in TQM.
February 7, 2012	Exercices on Control Charts
February 9, 2012	The stages of the Design Process for products. (Case study and Video: Design Process at Louis Vuitton)
February 13, 2012	Documentary on creative processes of some of the world's most influential product designers
February 14, 2012	The Service design Process: steps and characteristics of services.
February 16, 2012	Types of production processes and the Process Selection with Break-Even analysis and exercices.
February 20, 2012	Excercises on Break-even-analysis
February 21, 2012	<b>Mid Term Exam</b>
February 23, 2012	Make or buy decisions: equipment selection, Process Plan and analysis.
March 1, 2012	Process Innovation:steps and the Technology decisions involved.

March 5, 2012	Case study on the Entertainment industry innovation processes
March 6, 2012	Different types of Basic layouts .
March 8, 2012	Designing Process and Product layouts.
March 12, 2012	Different types of Hybrid layouts.
March 13, 2012	The Project Management and its elements.
March 15, 2012	Supply Chain Management and the importance of information through the supply chain.
March 26, 2012	Global Supply Chain Procurement and Distribution (Case study: WallMart Supply Chain)
March 27, 2012	<b>// Test</b>
March 29, 2012	The strategic role of forecasting in Supply Chain Management, the components of forecasting demand, time series methods and the forecast accuracy.
April 2, 2012	Exercices on Forecasting methods
April 3, 2012	Inventory Management: elements, costs and control systems.
April 5, 2012	Sales and Operations Planning.
April 10, 2012	Lean Production Systems and their elements.
April 12, 2012	the benefits of lean Production. Lean services. (Case study: Lean Production at Toyota)
<b>TBA</b>	<b>Final Exam</b>