Operations Management
Collegium of Behavioral Science
MAN 310s-001 (4549)
Fall 2005, Monday 3:00-5:25 p.m.
Location: TBA

Professor: Frank Hamilton
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Office Hours: Monday thru Thursday 7:00 am - 7:50 am
            Monday 12:30 pm-2:45 pm
            Tuesday thru Thursday 12:30-3:00 pm
            All others by appointment

Description: "I have concentrated on building the finest retailing company that we possibly could. Period. Creating a huge personal fortune was never particularly a goal of mine." Sam Walton
Operations management is defined as the design, operation and improvement of systems that create and deliver the firm's primary products and services. This course will study operations management in terms of systems theory, operations strategy and competitiveness, project management, process analysis, TQM, electronic commerce, JIT, and Lean Management. Students will use spreadsheet, project management and work flow software to solve problems and work on cases.

Design Assumptions:
• Acquiring management and leadership abilities is an inside-out process; no one can do it for you or to you.
• Leadership operates at systems' boundaries, management consists of a number of processes designed to routinize operations.
• Humanistic and manipulative management inevitably coexist in most social situations.
• Leadership and management require an understanding of the ethical, social and political influences on an organization.

Objectives:
• To provide students with the theoretical and experiential basis from which they will acquire and enhance their knowledge and skills in the following areas: Personal Development, Systems Theory and Operations Management.
• To assist students in both applying acquired skills and knowledge to real-life situations (both on and off campus)
• To provide a forum for instructor-student interactions and a classroom environment that enhances the quality of learning and the life of the student.
• To make learning fun
**Required Materials:**

Other readings may be assigned during the semester.

**Grading Policy:** All assignments must be turned in on the date that they are due, unless prior arrangements are made with the instructor. 50% of the grade per assignment will be deducted for late assignments turned in within two weeks of due date. After that time, no points will be awarded.

**Grading Scale**
- A  90-100%
- B  80-89%
- C  70-79%
- D  60-69%
- F  Below 60%

**Eckerd College Honor Code**

Effective Autumn Term 2005, Eckerd College has established an honor code for all students which states:

"On my honor, as an Eckerd College student, I pledge not to lie, cheat, or steal, nor to tolerate these behaviors in others."

In addition on each written assignment students are required to write, "pledged" and sign it, indicating that their work is consistent with the Code.

**Class Participation:** (20% of grade) Is vital to learning in this course! Coming to class on time, participation in discussions, and participation in activities are all important. If you cannot make it to class, please discuss it with the instructor (ahead of time if possible). Material for the examinations will be taken from all required readings and class lectures.

**Major Projects:** Successful management consists of both group and individual work. The coursework has been developed accordingly.

**Group Requirement.**

**Critical Integrative Case Analysis** (20% of grade) Successful teamwork and collaboration are the keys to the success of post-industrial organizations! Small group of 3-4 students will be formed to explore
and analyze a team selected integrative case study. Develop and present two briefings to the class. The first (10 minutes) (10/17/05) will give an overview of the topic and the group’s general plan to develop and present the topic.

The second presentation (approximately 20-25 minutes) (12/5/05) will explore the topic in greater detail.

Prepare a written case analysis report [5-7 pages, double-spaced] and write a short group paper [2-3 pages, double-spaced] that details the lessons the group has learned about working as a team. This "lessons learned" paper and written case analysis with a copy of the slides or overheads used in the final presentation are due at the time of the presentation.

Individual Requirements.

Midterm and Final (30% - 15% each)

Topic Paper (5% of Grade) We will be covering a variety of managerial topics this semester, choose one and do some research and thinking about it. Write a thoughtful paper [two pages] on this concept and what it means to you, your management style and your life. How might this topic affect you if you have not experienced it yet? Due: 11/28/05

Reading Reviews (20% of Grade) Using the attached format, review the reading assignment indicated (*) for each class. (Due when indicated). Additionally, each student will come to class with three (3) discussion questions from each reading assignment.

Significant Learning Project (5% of Grade) Use your creativity! Find a way to tell us what was the most significant thing you learned this semester. Your project can consist of a poem, picture, paper, or musical expression - however you want to get your point across. Examples from an earlier class will be shared to provide some insight. Your final project needs to be in a format that you are willing to share with the class!

Technical Requirement: All students will check their Eckerd e-mails on a daily basis.
Course Calendar:

9/5/05  Introductions/Syllabus/Team Assignments/Charter  
Reading for next class: Collier Chapters 1*, 2*, 3*, Senge, pp.1-56*

Reading for next class: Collier Chapter 4*, Senge, pp. 57-138*

9/19/05  Operations Strategy and The 5th Discipline: The Cornerstone of the Learning Organization  
Reading for next class: Collier Chapter 5*, 6*, Senge, pp. 139-173*

9/26/05  Designing Operating Systems and Personal Mastery  
Reading for next class: Collier Chapters 7*, 8*, 9*, Senge, pp. 174-204*

10/3/05  Process Design and Mental Models  
Reading for next class: Collier Chapter 18* and Senge, pp. 205-232*  
  Group First Presentation 1, Take Home Midterm

10/10/05  FALL BREAK – Turn-in Midterm (date set in class)

10/17/05  Project Management and Shared Vision  
Group Presentations - 1  
Reading for next class: Collier Chapter 10*, 11* and Senge pp. 233-272*

10/24/05  Capacity, Forecasting and Team Learning  
Reading for next class: Collier Chapter 12*, 13* and Senge pp. 273-362*

11/7/05  Inventories, Resource Management and Prototypes  
Reading for next class: Collier Chapter 15*, 16* and Senge pp. 363-390*

11/14/05  Quality Management and a Sixth Discipline  
Reading for next class: Collier Chapter 14* and 17*

11/21/05  Scheduling and Lean Systems  
Reading for next class: Topic Paper Due

11/28/05  Guest Speaker – TBA, Turn-in Topic Paper

12/5/05  Class Presentations and Significant Learning Projects
Reading for next class: Take Home Final Examination

12/12/05 Final 8-11am Reading Review

Title of Book, chapters reviewed:
Name:
Date:

1. What are two ideas from the readings that intrigued you, and why did they do that?

2. Did these readings challenge any of your leadership/management beliefs, how?

3. What didn’t the readings discuss that you would have liked them to, and why?

4. How might you apply some of the things you’ve learned though this reading?

Prepare three discussion questions from readings for class

Pledged_________________________________Date_______________________

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