MG6303
Operations Management

Catalogue Entry:
Class Time: Every Other Saturday 1:00 – 5:00 PM Credits: 3 (Hawthorne Campus)

In this course students will develop an understanding of the strategies, tools, processes and
techniques for improving the profitability and competitiveness of modern businesses from an
operations perspective. Among other areas that receive emphasis are developing an operations
strategy; managing operations as technology and economics change; measuring and improving
"productivity" in the modern manufacturing and service sectors, and concepts of total quality
management.

Course Description and Syllabus:
This course focuses on developing a deeper understanding of the role that operations
management plays in determining business strategy and in developing competitive advantage. The
primary emphasis is on how to develop and effectively manage operations in knowledge-intensive
enterprises. Participants discuss the operational design and managerial implications when the
emphasis of the operations group is more on knowledge management than on production and
facilities management; managing the effective integration of technology, people and operating
systems; understanding the complexities and challenges of operations management; the
challenges of developing and managing supply chain networks; and the critical role of technology
in developing operational capabilities in an organization.

Students will have individual and group assignments, and an assigned term project that coincides
with lecture and reading material. There will be hands-on in-class team exercises to illustrate
techniques of effective operations management.

General Course Objectives:
- Develop and apply a systems point of view to the effective supply of quality products and
  services;
- Understand how to adapt, integrate and exploit existing technologies in manufacturing and
  services, including the application of analytic modeling, work design, facilities design and
  quality management and control;
- Learn to measure and allocate the resources of an enterprise optimally;
- Become aware of today's industrial drivers and learn tools and techniques to analyze problems
  and improve performance.
- Understand the complexities and challenges of operations management;
- Discuss process development and operations management fundamentals and understand key
  managerial trade-offs;
- Discuss the critical role of technology in developing operational capability
- Learn how to assess current performance and develop operational improvement strategies;
- Prepare the student to develop skills and concepts needed to ensure the ongoing contribution
  of a firm's operations to its competitive position.

Text:

- Additional readings will be assigned in class

Course Outline:

- Sessions 1 & 2: Introduction to Operations Management; Designing Operations (Heizer & Render: Chapters 1-2; 5)
- Sessions 3 & 4: Information Technology Infrastructure (Heizer & Render: Chapters 6-7)
- Sessions 5 & 6: Key System Applications for the Digital Age (Heizer & Render: Chapters 11-16); In-class Presentation of Term Project
- Final Session (7): Final Project Due; Final Exam

Grading:

25% - Term project
20% - Overall class room activities including attendance and classroom participation.
30% - Homework and in-class presentations
25% - Final exam

Instructor:

Dr. Teresa Piliouras (email: piliouras@west.poly.edu; Office: 203-227-5556)

If you have any problems in this course or questions relating to the material or homework, please do not hesitate to contact me as soon as possible. You can always contact by email (see above), and I am available by appointment.

Academic Integrity:

Cheating or plagiarism on an assignment will result in loss of credit for the assignment for all parties involved. All reference sources should be properly cited. Cheating on the final exam will result in a failing grade for the course. Students should be familiar with and adhere to the NYU-Poly academic integrity clause.