

BUAD831 - Syllabus - Fall 2017

Class Details

Course: BUAD831-051: Operations Management, W 6:00pm - 9:00pm, One South Main Rm. 121, August 30th, 2017 - December 13, 2017

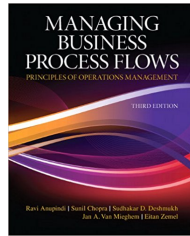
Professor: Professor Adam J. Fleischhacker - feel free to call me “Adam” or if that makes you uncomfortable “Professor” or “Professor *Fleisch-hacker*” work equally well. Email me at ajf@udel.edu and follow me on Twitter: @preposterior.

Office Hours (Purnell 352): Mondays 10:00am - 11:30am (or by appointment). Please email me if coming to secure my availability to meet you.

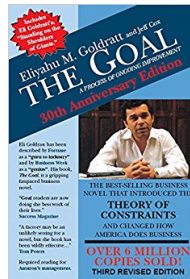
Course Website: <http://www.udel.edu/canvas>

Required Books:

Managing business process flows: principles of operations management by Anupindi, Ravi, Sunil Chopra, Sudhakar D. Deshmukh, Jan A. Van Mieghem, and Eitan Zemel. Pearson Higher Ed, 2011.



The Goal by Eliyahu Goldratt (2nd edition or higher), available from Amazon or UD Bookstore.



Adam’s Four Guiding Principles Of Operations Management

Operations management is a field of management concerned with how firms create value through the transformation of inputs into outputs. As you journey through this course, you will learn four guiding principles of operations management by exploring a variety of qualitative, mathematical, and visual models that aid in business process management and innovation. These models, along with the guiding principles, are all geared towards helping you learn how to better deliver products and services. The four guiding principles I aspire to have you internalize are as follows:

1. Strategy sets a destination, operations management gets you there.
2. All models are wrong, some are useful.
3. To outcompete rival firms, create value through faster, better, and cheaper processes.
4. Manage uncertainty or be severely disappointed.

Mastering these four principles will lead you to a lifelong ability to create value for both organizations and yourself.

Core Meta-Learning Principles (Waitzkin 2008)

In addition to the four core principles of operations management, I will advocate that you embrace two principles about the learning process itself.

1. *Productive struggle* - Growth comes at the point of resistance - we learn the most when we're outside of our comfort zone.
2. *Learn the macro from the micro* - Instead of tackling everything at once and drowning in complexity, plunge deeply into smaller problems. Spend time gaining a feel for the operating principles of a limited amount of material. Once you feel those principles deeply, tackle more complicated material armed with an understanding of what makes it tick.

Active participation and engaging with the material are requirements for success in this course.

Grading Summary

My grading policy seeks to motivate you to struggle with and ultimately learn course material. By doing so, I hope you will internalize the six principles above. To promote both struggle and learning, the majority of your grade is determined by HW assignments where you have multiple attempts (usually four) at proving your mastery of the material. The grading breakdown is as follows:

Assessment Type	Percentage of Overall Grade
10 HW Assignments	50%
Mid-semester Exam	25%
The Goal Quiz	5%
Participation	5%
End-of-Semester Take Home Exam	15%

Other notes on grading

- **Homework** assignments will typically be submitted via CANVAS and due one hour prior to the class meeting time that day.
- Late **homework** will not be accepted (see had a bad week policy below).
- **Homework** must be done individually. That being said, seeking guidance from me or another student is encouraged when you get stuck or for clarification. The goal is that you understand your own work and have not simply copied someone else's work.
- The **mid-semester exam** will be challenging - master the HW!
- **Participation** includes both asking questions for clarification and answering questions posed by myself or other students.
- **Participation** includes **keeping your cell phones off**, laptops focused on course materials, and your minds fully engaged in the class.
- The **Goal quiz** will be easy as long as you are prepared to answer the pre-supplied discussion questions.

Had a Bad Week Policy

I understand that from time to time something may happen (i.e. illness, accident, friend in need, etc.) that distracts you from the assessments used for this class. For this reason, I will forgive up to 4 missed homework

points (weekly HW will usually be worth 5-9 points). **Additional leniency in grading will not be given regardless of documentation.**

Schedule

Date	Topic & Notes	Assignment Notes
Wed. 8/30	Operations Management & Strategy (Ch.1 & 2)	HW#1 Due Next Class
Wed. 9/6	Modelling and Measuring Operational Performance (Ch.3)	HW#2 Due Next Class
Wed. 9/13	Making Faster Processes with Flow Time Analysis (Ch. 4)	HW#3 Due Next Class
Wed. 9/20	Making Efficient Processes with Throughput Analysis (Ch. 5)	HW#4 Due Next Class
Wed. 9/27	Aligning Supply and Demand with Inventory Analysis (Ch. 6)	HW#5 Due Next Class
Wed. 10/4	Process optimization	Study for exam.
Wed. 10/11	Inclass Midsemester Exam	Reminder: the Goal quiz in 2 weeks
Wed. 10/18	Process optimization (continued)	Reminder: the Goal quiz in 1 week
Wed. 10/25	The Goal Quiz - Debrief + Forecasting Intro	HW#6 Due Next Class
Wed. 11/1	Modeling Uncertainty (Ch.7,8)	HW#7 Due Next Class
Wed. 11/8	Modeling Uncertainty (Ch.7,8)	HW#8 Due Next Class
Wed. 11/15	Managing Uncertainty (external readings)	Forecasting Competition #1 Submission Due 11/29 (i.e. HW#9)
Wed. 11/22	No Class - Thanksgiving	
Wed. 11/29	Managing Quality (Ch. 9 - Six Sigma)	Forecasting Competition #2 Submission Due 12/6 (i.e. HW#10)
Wed. 12/6	Fcst Debrief + Lean Operations Principles (Ch. 10)	Take-Home Exam Due 12/13
Mon. 12/13	Finals Week - No Meeting - Take-Home Exam Due	

References

Waitzkin, Josh. 2008. *The Art of Learning: An Inner Journey to Optimal Performance*. Simon; Schuster.