

## **OM 335: OPERATIONS MANAGEMENT (Summer 2020)**

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### **COURSE DESCRIPTION:**

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Operations Management (OM) is the cost effective management of resources to achieve organizational goals. OM focuses on the systematic planning, design, operation, control, and improvement of the processes which produce goods and deliver services. Managing operations is vital to every type of organization, for it is only through effective and efficient utilization of resources that an organization can be successful in the long run. This is especially true today, when we see that significant competitive advantages accrue to those firms that manage their operations effectively.

I come to this course with over 25 years in operations, supply chain, and general management. The experience of owning, managing, and consulting to businesses of a variety of different sizes provides me with a context for this course that we can use for a basis of discussion and learning. Please question me on the issues in this course covered through the books, cases, and lecture so that your learning takes place at the level of quality you expect.

This course is the “foundations course” for our Supply Chain Management major. This class can also be useful to students with other majors because every business has an operations component.

This class will be conducted during the first session of the Summer 2020 classes. Students should take note that this course will be held online using Zoom and extensive use of Canvas. Registration in the course is authorization for the University of Texas to use any recordings or images from this class. If you choose to not be on-screen, please contact me directly.

Prerequisites: credit or registration for BA 324 (or credit for MIS 324) and credit or registration for STA 309.

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### **COURSE OBJECTIVES:**

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The main objectives of this course are:

- To provide you with an understanding of the crucial importance of operations management in today's business environment.

- To familiarize you with the basic concepts, techniques, methods and applications of operations management.
- To enhance your analytical skills and ability to uncover problems and opportunities for improvement in production and service processes.

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## **COURSE MATERIALS:**

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### **1. Optional Readings**

- Textbook: “Matching Supply with Demand: An Introduction to Operations Management” by Cachon, G. and C. Terwiesch. New York, NY: McGraw-Hill / Irwin. 2006. ISBN: 0-07-291899-3

### **Required Readings**

- Course Packet: Available at the University Co-op. It contains a set of cases we will discuss in class.

All materials are available in an electronic format through the University Co-op.

**2. Course Website:** This course will use Canvas extensively. The login page is located at <http://courses.utexas.edu>. A UT EID is required for accessing the web site. If you need more information or tutorials, go to <http://www.utexas.edu/cc/Canvas>. If you have problems using Canvas, you can call the ITS help desk at 512-475-9400. You will find the following on Canvas:

**Course Notes:** I will post the slides for each class on Canvas the night before each class. You may download and print those slides if you would like to use them as lecture note guides. I will purposely have some blank slides in the lecture for discussion purposes.

**Assignments and Solutions:** The purpose of homework assignments is to provide learning reinforcement and promote class preparedness. You will find that the homework provides excellent learning feedback and is a confidence-building tool. The assignments will also help you prepare for the exams.

**Forums:** I will provide a forum on Canvas if it is requested. If we have a forum, then high quality forum postings will count toward your class participation grade. You can also post any comments you have about the material and ask questions. Finally, you can post comments, criticisms and suggestions anonymously regarding the course. In particular, let me know throughout the semester if there is anything I can do to make the delivery of the course better for you.

**Surveys:** Periodically throughout the semester I may be surveying the class for feedback on the course and how it can be improved. Please participate in these surveys, as I use them to adjust the class to improve your learning experience. If, however, you have a suggestion, please feel free to contact me to share your thoughts.

**Grades:** Grades on exams and assignments will be posted on Canvas. Please check that the grade posted is correct and notify the instructor (for exams) or the TAs (for assignments) as soon as possible in case of a discrepancy.

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## PERFORMANCE EVALUATION:

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Your grade will be assessed through homework assignments, exams and class participation. Below is a description of how the various types of assignments and tests contribute to your grade, as well as a description of each type of graded work.

Grade	
Exam 1	30%
Exam 2	30%
Homework assignments	25%
Class Participation	15%
<b>Total</b>	<b>100%</b>

Letter Grade*	Numerical Range
A	94.0 – 100
A-	90.0 – 93.9
B+	87.0 – 89.9
B	84.0 – 86.9
B-	80.0 – 83.9
C+	77.0 – 79.9
C	74.0 – 76.9
C-	70.0 – 73.9

\*Comes from the Provost Recommended Grade Schedule

### Exams

Exam 1 will cover the materials from roughly sessions 1-9 (Process Analysis and Quality). Exam 2 will be non-comprehensive and will focus on the materials from sessions 11-20 (Project Management, Queuing Theory and Inventory Management).

Exams will be online through Canvas and will be multiple choice. The exams are closed book and closed notes. Remember to have a calculator. You will be allowed to have a formula sheet that you will upload with your exam.

Offering a make-up exam for a missed exam is entirely at the discretion of the instructor. Students with legitimate reasons and letters of proof could request to take make-up exams.

Any concern regarding the grading of exams should be addressed directly to the instructor, no later than one weeks after the grade was assigned.

### Homework Assignments

There are up to 12 homework assignments throughout the semester. You may do the homework assignments in teams unless otherwise noted, but in this case, each student must submit a separate copy of their own work in their own words and indicate the names of the people they worked with on the front page. If you do the assignment individually, then you may (and in fact are encouraged to) type it.

Homework assignments will be submitted through Canvas by the beginning of the class session listed on the schedule. If the submission will take place any other way besides Canvas, we will discuss it beforehand in class. The solutions to the homework will be provided

at the end of the day when it is due; therefore no late homework assignments will be accepted. I do reserve the right to assign a make-up homework for pre-approved situations such as significant illness or emergency.

When computing the average grade on homework assignments, your final score will be the total of your 10 best scores. Homework assignments will be graded by the TA on a scale of 0 to 10. In general this means:

- 0 points for no submittal or no reasonable effort
- 2 point for submittal
- 4 points for submittal and good faith attempt, but missed the mark on the goal of the assignment
- 6 points for essentially correct, good effort
- 8 points for correct, very good effort
- 10 points for exceptional work, including correct answers to the challenging questions

Points will be given for effort (especially for the case-based assignments), correctness of your answers and presentation. Any concern regarding the grading of homework assignments should be addressed directly to the TA and not to the instructor, no later than one week after the grade was assigned.

### **Class Participation**

Regular attendance at all class meetings is expected. Students are expected to prepare before class. Participation in class, in the form of answering questions and/or commenting on the material is strongly encouraged. Participation on the Canvas forum will also be counted towards the class participation grade, as long as the posted comments are relevant. In addition, coming to office hours counts as class participation as well and is judged accordingly.

We may begin each class session with a discussion of a current news topic in the context of supply chain management. A news article will be posted the class session before it will be discussed (e.g., Monday posting for a Wednesday discussion). You are expected to read and develop your thoughts on the article before arriving in class. I will call on students randomly to begin the discussion.

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## **SCHOLASTIC DISHONESTY**

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The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program's Statement on Scholastic Dishonesty at <http://www.mcombs.utexas.edu/BBA/Code-of-Ethics.aspx>. By teaching this course, I have agreed to observe all faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all student responsibilities described in that document. If the application of the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me for clarification. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://deanofstudents.utexas.edu/sjs/> to access the official

University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

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## **STUDENTS WITH SPECIAL NEEDS**

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Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512-471-6259, <http://www.utexas.edu/diversity/ddce/ssd/>.

If for some reason you need special assistance to take an exam or complete an assignment please notify me ahead of time so that special arrangements can be made in a timely fashion.

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## **STUDENTS WITH DIVERSITY AND INCLUSION**

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It is my intent that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed and that the diversity that students bring to this class can be comfortably expressed and be viewed as a resource, strength and benefit to all students. Please come to me at any time with any concerns.

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## **RELIGIOUS HOLY DAYS**

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By UT Austin policy, you must notify me of your pending absence at least five days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

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## **CAMPUS SAFETY**

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Please note the following recommendations regarding emergency evacuation, provided by the Office of Campus Safety and Security, 512-471-5767, <http://www.utexas.edu/safety>:

- Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.
- Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.
- Students requiring assistance in evacuation should inform the instructor in writing during the first week of class.
- In the event of an evacuation, follow the instruction of faculty or class instructors.
- Do not re-enter a building unless given instructions by the following: Austin Fire Department, The University of Texas at Austin Police Department, or Fire Prevention Services office.
- Behavior Concerns Advice Line (BCAL): 512-232-5050
- Further information regarding emergency evacuation routes and emergency procedures can be found at: <http://www.utexas.edu/emergency>.

## SCHEDULE

A tentative schedule of meetings, readings, and deliverables for the semester will be posted on Canvas. This is subject to change. When there are major changes, you will be notified by email; a current schedule will always be available on the Canvas course website.

OM 335--Intro to Operations Management: Summer 2020					
Tentative Schedule--Version 05052020					
Day	Session	Date	Topic	Work Due	Prep
Th	1	4-Jun	Introduction, Intro to QFD		
M	2	8-Jun	Intro to Process Analysis		Chapter 2
T	3	9-Jun	Process Capacity and Bottlenecks, Rush Order Flow Time, Flow Analysis, Cycle Time, Utilization		
W	4	10-Jun	Process Analysis, Capacity, etc., Line Balancing, Push vs Pull		Chapter 3
Th	5	11-Jun	Labor, Utilization, Profit	HW 1	Chapter 4
M	6	15-Jun	Batch systems, Set ups, and capacity--Recommended Batch Sizes, Target flow rates	HW 2	Chapter 7.1-7.5
T	7	16-Jun	Processes in Services, Benihana	HW 3	Benihana case
W	8	17-Jun	Begin Quality Management and Statistical Process Control	HW 4	
Th	9	18-Jun	Quality Management, Statistical Process Control, Toyota Production System	HW 5	Chapter 10, 11, TMMC Case
M	10	22-Jun	Exam 1		
T	11	23-Jun	Intro to Project Management		Chapter 5
W	12	24-Jun	Project Management, Crashing	HW 6	
Th	13	25-Jun	Queuing Theory	HW 7 -- PM	Chapter 8, 9
M	14	29-Jun	Queuing Theory Wrap-up and Intro to Economic Order Quantity		Chapter 7.6-7.10
T	15	30-Jun	EOQ Wrap-up		
W	16	1-Jul	Newsvendor Model, discrete	HW 8--EOQ	Chapter 12
Th	17	2-Jul	Newsvendor Model, continuous, Sport Obermeyer	HW 9--SO	Case in packet Chapter 13
M	18	6-Jul	Order-up-to Model, discrete	HW 10--NV	Chapter 14
T	19	7-Jul	OUT Model, continuous		
W	20	8-Jul	Bullwhip Effect and risk pooling	HW 11--OUT	Chapter 15
Th	21	9-Jul	Review and Wrapup		
		TBD	Exam 2		.