

Peking University
HSBC Business School
Syllabus

Course: Operations Management
Instructor: Philip Y. Huang, Ph.D., CFPIM
Professor of Operations Management
Office: 722
Telephone: +86-755-2603-3059
Email: phhuang@phbs.pku.edu.cn
Class Hours: September 2 - November 7, 2014
Thursdays and Fridays
1:30 pm - 3:20 pm
Classroom: 229
Office Hours: Tu. & Fr., 10:00 – 11:30 a.m., or by appointment.
Teaching Assistant:

Course Description:

Technology and globalization have changed the way companies compete in the market place. To gain competitive advantage, companies have increasingly focused on customer satisfaction, which depends heavily on their ability to efficiently design, process, and deliver products/services that meet or exceed customer requirements. This competitive business environment has put tremendous pressure on managers to explore all possibilities to improve process efficiency and reduce operating costs, which extends beyond the corporate boundary and involves partners of the entire supply chain. This course will provide participants with the opportunity to examine the major functions, the problems involved, the analytical tools available, and the recent developments in operations and supply chain management. After completing this course, the participants are expected to understand the importance of operations management, the interactions between operations and other functional areas, the decisions involved, and the tools that could be employed to improve company's competitiveness.

Course Objectives:

1. to understand the roles that operations and supply chain management play in supporting the corporate strategy
2. to gain exposure of the operations and supply chain functions in a company and their impact on quality, costs, cycle time, and customer service
3. to understand and be able to analyze decision problems in managing operations and supply chain
4. to be familiar with theories and current practices of operations and supply chain management
5. to be able to effectively communicate with colleagues in other business functional units and supply chain partners

Teaching Methods:

This instructor is a strong believer of participative learning. This course therefore uses an interactive approach, in which both students and instructor are resource pool. Active participation is not just recommended but required. Teaching methods in this class will include lecture/discussion, video presentation, case analysis, role play, and term project.

Grading Policy:

Participation	15%
Team Activities:	25%
Case	5%
Project	<u>20%</u>
Mid-term Exam	25%
Final Exam	<u>35%</u>
Total	100%

Note:

1. Since there is a direct correlation between academic performance and class attendance, students are required to attend all scheduled learning sessions. This implies arriving on time and remaining for the duration of the scheduled sessions.
2. The participation grade is determined by your attendance and active involvement in class discussion.

Text: *Operations Management for Competitive Advantage*, Chase, Jacobs, and Aquilano, Irwin, 11th ed., 2006.

Cases:

1. Kwong, R. (2011) "Taiwan's coffee chain challenger," *Financial Times*. 2011-08-30.
2. McFarlan, F.W., M.S. Chen, and K.C. Wong (2012) "Li & Fung 2012," *Harvard Case* (9-312-102)
3. McAfee, A., A. Sjoman, and V. Dessain (2004) "Zara: IT for Fast Fashion," *Harvard Case* (9-604-018)

Course Outline:

Topics	Chapter	Case
Introduction	1	
Operation Strategy	2, video	85 ⁰ C Café (Handout)
Quality Management	8, video	
Product and Process Design	4, 6, video	
Lean Production	12, video	
Mid-term Exam (Sept. 30)		
Facility Layout	TN 6	
Supply Chain Management	10	Li & Fung 2012 (Harvard)
Aggregate Sales & Operations Planning	14	
Inventory Management	15	Bosideng (Handout)
Materials Requirements Planning	16	Zara (Harvard)
Project Presentations (TBD)		
Final Exam (Nov. 10 or 11)		

Guidelines for Team Activities

1. The instructor will form teams with 5-6 members in each team.
2. Each team should elect one or two facilitators who are responsible for scheduling and handling team meetings.
3. Team works will include one assigned case and one term project.
4. Team members should collectively solve the assigned case and be prepared to present their analyses to the class. At the time of case discussion, teams should submit a written report.
5. Case report, no more than 4 double-space pages, should be divided into sections with proper titles. You should leave proper margin and use the font size of 12. The grade weights allocated to case report is 5%.
6. Term project should be an in-depth study of a local company in either manufacturing or service industry. The study should include the following items:
 - a. general information including company size, main product lines, major competitors, customers, and suppliers.
 - b. primary processes
 - c. planning and control systems
 - d. strengths and weaknesses of their operations
 - e. recommendations for improvement
7. A project proposal, no more than two double-space pages, is due on September 12. The proposal should at least include the following:
 - a. team number and members
 - b. title
 - c. reasons for selecting this company
 - d. identified main tasks
8. A progress report, no more than two double-space pages, is due on October 14. The progress report should include, at least, the following:
 - a. title
 - b. meeting summary
 - c. current status
 - d. experienced difficulties
 - e. proposed solutions
9. The findings of your project should be reported in: 1) a 15-minute oral presentation, and 2) a written report. The grade weights allocated to the presentation and report are 10% each.
10. Project presentations will be held on November 4th and 7th.
11. Your written project report, no more than 7 double-space pages, is due on Saturday, November 5th, before 5 p.m. You should leave proper margin and use the font size of 12.
12. Each member is required to submit an evaluation of the contributions of all the members in the team. A student may receive lower grade if the evaluations indicate a lack of contribution.

Vita



Dr. Philip Y. Huang is a Professor of Operations Management in the HSBC Business School at Peking University. He is also an Adjunct Professor of Operations Management at China Europe International Business School and the Suzanne Parker Thornhill Professor Emeritus of Management Science and Information Technology at Virginia Tech. Dr. Huang had served as a technical consultant to the United Nations Development Programme in China from 1988 till 1992. In that capacity, Dr. Huang organized and led several groups of American management experts visiting China and providing the state-owned industries with lectures, trainings, and consultations. Dr. Huang served as an Overseas Honorary Board Member of Shanghai International Friendship and Exchange Council, and Suzhou International Exchange Council. He was also an Academic Advisor to Zhejiang Research Institute of Modern Management in Hangzhou, China. In addition, Dr. Huang was the President of the American Chinese Management Educators Association. He has been a member of the Virginia Advisory Committee of the United States Commission on Civil Rights since 1996. Dr. Huang was the Acting Director of the Pamplin College's Center for Electronic Commerce at Virginia Tech. He was also the Founder and Faculty Advisor to the Virginia Tech Student Affiliate Chapter of the American Production and Inventory Control Society.

Dr. Huang received the Ph.D. in Business Administration and M.A. in Economics from the Pennsylvania State University, and B.A. in Economics from the National Taiwan University. He is a Certified Fellow (CFPIM) of the American Production and Inventory Control Society and the recipient of the 1998 Alumni Award for Excellence in International Programs at Virginia Tech. Dr. Huang had also twice received Fulbright Fellowship that supported his research on global supply chain management (Portugal, 2003) and factory automation (Japan, 1987). Dr. Huang has taught MBA courses in several international business schools in Taiwan, China, Germany, and Portugal. He has also taught numerous short courses at AT&T, American Electric Power Company, Bao Steel, Emerson, ABInBev, Novartis, AstraZeneca, Sanofi, Transportation Construction Management Institute, Virginia Manufacturing Association, Roanoke Times and World Report, and China Productivity Center in Taiwan. Dr. Huang received the Teaching Excellence Award in HSBC Business School at Peking University, the R. B. Pamplin College of Business Excellence in Teaching Award, and the Holtzman Outstanding Educator Award.

Dr. Huang is currently on the Editorial Review Board of *the Journal of Modern Project Management*. He was also a member of the Editorial Review Boards of *the Journal of Operations Management*, *Production and Operations Management*, and *Southern Business & Economic Journal*. Dr. Huang has published numerous articles in journals including *Decision Sciences*, *IIE Transactions*, *IEEE Transactions on Engineering Management*, *International Journal of Production Research*, *Annals of Operations Research*, *Manufacturing Review*, *Industrial Engineering*, *Industrial Management*, *Production and Inventory Management*, and others. His article on just-in-time production published in *Decision Sciences* was selected as the recipient of the Stanley T. Hardy Best Paper Award. Dr. Huang also translated Professor Yasuhiro Monden's *Toyota Production System* in Chinese, which was published by the China Productivity Center in Taipei.