北京大学
汇丰商学院
Peking University HSBC Business School

MGT550
Operations Management
Module 1, 2015

Course Information

Instructor: Philip Huang**,** *Ph.D., CFPIM*
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Office Hour: Tu. & Fri., 1:30-3:00 P.M., or by appointment

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Classes:
Lectures: Tu. & Fri. 10:30-12:20 P.M.
Venue: PHBS Building, Room 225

1. Course Description

1.1 Context

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.

Course overview: 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.

Prerequisites: *Pre-requisite* – Mathematics (GEN500) or Business Mathematics (MGT500)

1.2 Textbooks and Reading Materials

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)

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	Yes
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes
	2.2. Students will be able to apply leadership theories and related skills.	Yes
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	
	3.2. Our students will practice ethics in the duration of the program.	
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes
	5.3. Our students will demonstrate competency in critical thinking.	Yes

2.2 Course specific 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 analyse 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

2.3 Assessment/Grading Details

Grading Policy:

Participation		15%
Team Activities:		25%
Case	5%	
Project	20%	
Mid-term Exam		25%
Final Exam		35%
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.

2.4 Academic Honesty and Plagiarism

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

Course Outline:

Topics	Chapter	Case
Introduction	1	
Operation Strategy	2, video	85^0C Café (Handout)
Quality Management	8, video	
Product and Process Design	4, 6, video	
Lean Production	12, video	
Mid-term Exam *(Sept. 29)*		
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 Presentation *(Nov. 6)*		
Final Exam *(Nov. 9 or 10)*		

4. Miscellaneous

4.1 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.

4.2 Guidelines for Team Activities

1. The instructor will form teams with 4-5 members in each team.
2. Each team should elect one facilitator who is 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 share their analyses with 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. Due date of your report will be announced a week in advance. The grade weight allocated to the case report is 5%.
6. Team is also required to conduct an in-depth study of a local company in either manufacturing or service industry. The study should include, but not limited to, 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 one-page project proposal is due on September 15. The proposal should at least include the following:
   a. name of the team and its members
   b. name of the selected company
   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 13. The progress report should include, at least, the following:
   a. meeting summary
   b. current progress
   c. experienced difficulties
   d. proposed solutions
9. Your final project report, no more than 7 double-space pages, is due on Friday, November 6th, before 11 p.m. You should leave proper margin and use the font size of 12. The grade weight allocated to project report is 10%.
10. Teams should submit ***all*** reports as e-mail attachments. There is ***no need*** to submit hard copies.
11. Each team will present its project, in class, on Friday, November 6th. The objective of your presentation is to share your findings with the rest of the class. You have about 15 minutes to present your project. Not all team members must speak, but you should think of ways to involve people in useful ways. The grade weight allocated to project presentation is 10%.
12. Each member is required to submit an evaluation of the contributions of ***all*** members in the team. A student may receive lower grade if evaluations indicate a lack of contribution.

4.3 Vita

Dr. Philip Y. Huang is a Professor of Operations Management in the HSBC Business School at Peking University, where he had also served as an Associate Dean and the Director of EMBA Program from 2013 till 2014. In addition, he is currently 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 Boards of *the Journal of Modern Project Management*, *British Journal of Interdisciplinary Studies, and International Colloquium on Asian Business*. 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.