TO 313: OPERATIONS MANAGEMENT
Winter 2013

(adjusted to January 4, 2013)

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Liang Ding
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Class Schedule:

<table>
<thead>
<tr>
<th>Section</th>
<th>Days</th>
<th>Time</th>
<th>Location</th>
<th>Instructor</th>
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<tr>
<td>4</td>
<td>MW</td>
<td>8:30 am – 10:00 am</td>
<td>R1230</td>
<td>Leider</td>
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<td>5</td>
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<td>1</td>
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Course Description:

Overview: Operations Management studies the processes by which inputs of materials, labor, capital, and information are transformed into products and services which customers want and are willing to pay for. These processes can be managed well or poorly. Knowledge introduced in this course will help you understand the reasons for both.

Objective: This course will provide students with the managerial tools needed to understand and articulate the impact of an organization's business processes, and the ability to analyze and continuously improve these business processes to make things work better, faster and cheaper.

Goal of OM: Create value to be shared by managers, workers, customers, and shareholders.

Course Topics:

1. Process Types and Process Flow Analysis. The first module of the course introduces the spectrum of manufacturing and service processes. We introduce concepts of process flows and bottlenecks, and discuss the opportunities for competitive advantage in each type of production system. Using Little's law we relate throughput, flow time and in-process inventories, and relate these parameters to measures of business process effectiveness. A service exercise (Kristen's Cookie Company) and an agricultural processing case (National Cranberry) will frame our discussion.

** Office Hours Location, On March 12th 2013, Office Hours will be held at R1246.
2. Managing Process Flows: Planning Capacity and Coping with Variability. In the second module, we visit business contexts in which variability complicates the planning and management of process flows. Two service-sector cases, from financial services (Manzana Insurance) and air transport (Logan Airport), show the effects of variability and the application of queuing models.

3. Planning Production and Projects. In this module, we introduce specialized tools for planning, and illustrate them in case contexts. For production, the tool is Linear Programming, and the case (Mihocko) covers environmental regulations. We test on these and previously presented topics (midterm exam) before introducing a tool for project management. The tool is the Critical Path Method, applied in the Toys City case.

4. World-Class Operations Systems. We next turn our attention to world-class manufacturing systems design. Exhibit A is the Toyota Production System, and related topics are Quality Management and Capability and Lean Operations (House Building Game).

5. World-Class Supply Chain Operations. The final academic module of the course treats the challenge of excellence that transcends technical, national and organizational boundaries. We study inventory management (Jamie Chang), and then move to decisions in a distribution system (Amazon). The newsvendor model is background for an exercise in non-centralized decision making within a distribution chain (Beer Game). An example of world-class excellence in supply chain management (Dell) precedes our capstone case of a pharmaceutical supply chain (Betapharm).

6. Real-World Case Observation and Analysis. In April student groups will present their course projects, which should provide further examples of real-world operational analysis and suggested improvements. The last session is wrap-up and review. Then we test (final exam)!

**Required Materials:**

1. **Customized Text:** Contains selected chapters from:
   - *Operations and Supply Management* (13th edition) by Jacobs, Chase, and Aquilano
   - *Matching Supply with Demand: An Introduction to Operations Management* (3rd edition) by Cachon and Terwiesch
   Available at the bookstores. See p.15 of this syllabus for the textbook table of contents.

2. **Course Pack:** Contains supplemental readings and cases to be used throughout the course.
   Available at the Kresge Library. See p.15 of this syllabus for course pack table of contents.

3. **The Toyota Production System Booklet:** Available at the Kresge Library.

**Grading:**

Per standards of Ross BBA program. Student grades will be based on:

- Required case reports (3 @ 5%) 15%
- Selective case reports (best 4 out of 6 @ 2.5%) 10%
- Class participation 10%
- Midterm exam 20%
- Group project 20%
- Final exam 25%
**Exams:**
The midterm and final exams will consist of both quantitative and qualitative questions related to the readings, lectures, and discussions of the course. Both exams will be closed book. Students are responsible for making sure they appear for the exams on time. No latecomers will be admitted. Students who fail to write any of the exams, without prior permission from their instructor, will not be given any make-up exams. Both exams are already scheduled (see below). There is an alternate exam time for both exams for those with legitimate conflicts.

**Assignment Preparation:**
You should form a case group (no more than 3 members) and complete 3 required group case studies (National Cranberry, Manzana, and Amazon.com). Each group must consist of team members from the same section and must stay together for all 3 submissions.

There are other 6 selective cases studies (see the schedule on p.14). You should analyze at least 4 of them, and the best 4 will be counted for the final grade, but it is recommended that you try all 6 assignments and prepare for case discussions in class. For each assignment, you could choose to work individually (allowed only for the 6 selective cases) or work with a group of no more than 3 members. You should let your team members know one week before the due date whether you choose to do the case or not.

For each case, you should do the following:
- Read the case. Then ask yourself, “What are the issues here?” That is, what is the controversy to be resolved and/or what are the decisions or evaluation to be made?
- Answer the questions developed for the case. Go back through the case and develop analysis needed to respond to the questions. Write your case report using the report templates on CTools.
- After answering the questions, ask yourself, “Have I resolved the issues in the case?” In many cases, the answers are not the end in themselves, but merely the means to help give you insights into resolving the issues. You may then come to some meaningful conclusion or recommendation.
- Make notes that would be helpful to you if you are called upon in class to give a brief synopsis of the case, discuss the case situations, and answer the case questions.

**Community Values and Academic Honor Code**
As members of the Ross School community, we commit ourselves to performing our work and fulfilling our responsibilities honestly and professionally. In particular, we will not tolerate cheating of any sort by any member of our community in any situation. This course will be conducted in strict conformity with the Ross Community Values. The Statement of Community Values, Academic Honor Code, and related resources can be found at the following website: http://www.bus.umich.edu/Academics/Resources/communityvalues.htm and will not be repeated here. Claimed ignorance of this information is irrelevant should a violation take place.

No discussion of an assignment is permitted with anyone outside your team until after the deadline for the assignment submission has expired. If you have questions in analyzing the cases, you should come to see the instructor or tutors during their office hours. You should not seek for help on the assignments from any other channels (including other case groups, senior students, and other websites).

**What is considered a violation?**
- Rephrasing other groups' work and including it in your submission.
– Modifying other groups’ supportive documents, including Excel worksheets, tables and exhibits and including them in your submission.
– Sending (or receiving) a draft or final version of any portion of work to (from) other groups.
– Discussing solution approaches to assignment questions.
– Switching from one group to another in the middle of the assignment, thereby bringing the work across groups.

**Assignment Submission Guidelines:**
Instructions for each assignment will be given on CTools. All assignments are due by the specified deadlines. No late assignments will be accepted. The assignments should be submitted on CTools. In case of problems with CTools servers, you can email the instructor a copy of your report by the specified deadline. When preparing the write-ups, please do not store your documents in public domains on the network. If you have to do so, you should password-protect your work, and remove the password when submitting the document.

**Term Project:**
Active learning is a critical component of one’s education at the Ross School of Business. In this course, each group of 6 students will work on the Term Project, and apply Operations Management analysis to a company of their choice. See the detailed description on page 12.

**Class Participation:**
The instructor will come to class fully prepared each day, and students are expected to do the same. “Prepared” for students means that you have carefully read the assigned materials, have seriously attempted to complete exercises or answer assigned questions, and are ready and willing to actively engage in the classroom learning experience. A number of students will be asked to initiate the case discussion. The implicit assumption is that we all have something to contribute to the collective learning experience each day, and we all want to benefit from it. Coming prepared will maximize the benefits for everyone. Class participation will be evaluated based on each student’s comments and contributions to case and lecture discussions. The relatively high percentage placed on class participation is based on the above assumption that learning will be enhanced if well-prepared individuals contribute. The instructor will systematically record data on class participation. “Good” participation is that which enhances group learning: it could be a question, an observation, a shared experience, or an answer to a question. Students are also encouraged to submit relevant news clippings to the instructor for discussion in class.

**Practice Problems:**
A list of suggested questions and problems (either at the back of some chapters in the text or additional problems from the instructor) will be posted on CTools periodically. Students are strongly advised to work on these questions and problems. This gives students an opportunity to practice their problem-solving skills on small, well-defined problems, and will be useful in tackling cases and exam questions.
TO 313 Detailed Daily Schedule

SESSION #1  Jan. 14
INTRODUCTION AND OVERVIEW, PROCESS ANALYSIS

Learning Objectives:
- Understand course structure and expectations
- Understand what Operations Management (OM) is about and the central role of operational decisions in firms' competitiveness
- Introduce the terminology and tools used to describe, analyze, and evaluate processes

Preparation:
- Purchase coursepack and custom textbook

After Class:
- Form groups and post the name of all members in your group on CTools by midnight of Tuesday, January 21. Note: You will need to join two groups: one for the case analyses (no more than 3 students) and one for term projects (no more than 6 students).
- Read chapter 1(t) sections 1 and 2, chapter 2(t) sections 1, 2, and 3.
- Read Kristen’s Cookie Company case, coursepack item 1(cp). Submit a 2-page case report (selective) for grading by midnight of January 15.

SESSION #2  Jan. 16
PROCESS ANALYSIS APPLICATION I: KRISTEN’S COOKIE CO.

Learning Objectives:
- Continue discussions of process analysis techniques
- Describe levers for improving throughput rate and flow time
- Apply process analysis as a tool to Kristen’s Cookie Co. case

Preparation:
- Write a 2-page report analyzing Kristen’s Cookie Company (A) case, and submit for grading. Be prepared to discuss in class.

SESSION #3  Jan. 23
TAXONOMY OF PROCESS TYPES, INVENTORY BUILD-UP, LITTLE’S LAW

Learning Objectives:
- Understand generic process types and their implications
- Understand how inventory builds up and learn to construct inventory build-up diagrams
- Understand Little’s Law

Preparation:
- Read chapter 1(t) sections 3, 4, and 6, chapter 2(t).

After Class:
- Start preparing National Cranberry Cooperative case, coursepack item 2(cp). A required case report is due in one week.
SESSION #4
VARIABILITY AND BUFFERS
Jan. 28

Learning Objectives:
- Understand the effects of variability and utilization on congestions and delays
- Introduce accurate response: matching supply and demand
- Introduce the “OM Triangle”: relation between capacity, inventory and information

Preparation:
- Read chapter 1(t) section 5, and coursepack items 3(cp) and 4(cp): “Variability, Buffers, and Inventory” and “Making Supply Meet Demand in an Uncertain World”. Be prepared to discuss in class. Assignment will be handed out in class.

After Class:
- Start preparing Manzana Insurance – Fruitvale Branch case, coursepack item 5(cp). A required case report is due in 9 days.

SESSION #5
PROCESS ANALYSIS APPLICATION II: NATIONAL CRANBERRY
Jan. 30

Learning Objectives:
- Apply process analysis in a manufacturing setting
- Use inventory buildup diagram to perform bottleneck analysis
- Discuss capacity investment

Preparation:
- Write a 5-page report analyzing National Cranberry Cooperative case, and submit for grading. Be prepared to discuss in class.

SESSION #6
CAPACITY PLANNING IN SERVICE: QUEUEING ANALYSIS
Feb. 4

Learning Objectives:
- Understand why queues build up in service
- Understand the structure and performance characteristics of basic queueing systems
- Learn how to make capacity decisions using queueing analysis

Preparation:
- Read chapter 3(t) and coursepack item 6(cp).

After Class:
- Read Delays at Logan Airport case, coursepack item 7(cp). A selective case report is due in one week.
SESSION #7
Feb. 6

PROCESS ANALYSIS APPLICATIONS III: MANZANA INSURANCE

Learning Objectives:

- Apply process analysis techniques to service industry
- Illustrate the sources and impact of variability
- Understand when and how response time is important, and the role of operations in determining market competitiveness

Preparation:

- Write a 5-page group report analyzing Manzana Insurance – Fruitvale Branch case, and submit for grading. Be prepared to discuss in class.

After Class:

- Read Mihocko case, coursepack item 10(cp). A selective case report is due in one week.

SESSION #8
Feb. 11

UNDERSTANDING AND MANAGING CONGESTION: DELAYS AT LOGAN AIRPORT

Learning Objectives:

- Realize the power of simple queueing models in realistically estimating wait times and evaluating options to manage congestion
- Understand peak hour pricing as a method of demand management

Preparation:

- Read and analyze Delays at Logan Airport case. Submit a 3-page case report (selective) for grading. Be prepared to discuss in class.

SESSION #9
Feb. 13

LINEAR PROGRAMMING APPLICATION: MIHOCKO INC.

Learning Objectives:

- Review the basics of a powerful tool for making managerial decisions: Linear Programming (LP)
- Apply LP to analyze resource allocation when environmental concerns are paramount

Preparation:

- Read coursepack items 8(cp) & 9(cp): “Linear Programming: A Brief Overview” and “Note on the Use of Solver in Excel”. (This is a review of some materials covered in OMS 301.)
- Read and analyze Mihocko case. Submit a 2-page case report (selective) for grading. Be prepared to discuss in class.

SESSION #10
Feb. 16 (Saturday)

MIDTERM REVIEW

No Class on Feb. 18: Prepare for Midterm Exam

MIDTERM EXAM
4:30 PM – 6:30 PM
Feb. 19
SESSION #11
INTRODUCTION TO PROJECT MANAGEMENT

Feb. 20

Learning Objectives:
- Introduction to Project Management
- Understand Project Management concepts: Critical Path methods, time and cost management of projects

Preparation:
- Read textbook item 4(t): “Projects”.

After Class:
- Read Toys City case, coursepack item 11(cp).
- Prepare term project proposal, due in one week.

SESSION #12
PROJECT MANAGEMENT APPLICATION: TOYS CITY

Feb. 25

Learning Objectives:
- Apply project management techniques to a simple case involving a consulting company

Preparation:
- Read and analyze Toys City case. Submit a 3-page case report (selective) for grading. Be prepared to discuss in class.
- Submit a 1-page Project Proposal by midnight Tuesday Feb 26. See CTools for guidelines.

SESSION #13
QUALITY AND CAPABILITY

Mar. 11

Learning Objectives:
- Master fundamentals of quality management: dimensions, costs, and “Six Sigma” tools
- Understand basic concepts of Statistical Process Control
- Understand capability, and distinguish between process being “in control” and being “capable”
- Combine statistical and managerial insights in a case context

Preparation:
- Read textbook item 5(t) and 6(t).

SESSION #14
TQM AND LEAN OPERATIONS: HOUSE BUILDING GAME

Mar. 13

Learning Objectives:
- Understand the basics of lean operations and the role of quality management
- Demonstrate the basic concepts of lean and quality through a hands-on exercise

No Class. Prepare for Other Exams. SPRING BREAK
Feb. 27 – Mar. 10
Preparation:
- It is very important to start this game on time, so please be a few minutes early.

After Class:
- Read Jamie Chang case, coursepack item 14(cp).

SESSION #15  Mar. 18
LEAN OPERATIONS AND INVENTORY MANAGEMENT I

Learning Objectives:
- Understand how the Toyota Production System works in practice, especially the coordination of material flows with information flows within and across organizational lines.
- Understand the basic concepts of Kaizen, Jidoka, Heijunka, Kanban systems, etc.
- Become familiar with basic inventory concepts: Reasons for holding inventory, inventory holding cost, ordering cost, and tradeoff between the two costs.

Preparation:
- Read Toyota Production System booklet and coursepack item 12(cp). Be prepared to discuss in class the following questions:
  1. What are the fundamental elements of the Toyota Production System?
  2. Does Toyota respond just-in-time to customer orders?
  3. What are the pros and cons of the Andon system? How much might stopping the line cost Toyota?
  4. What are the pros and cons of operating mixed model assembly (i.e., having a mix of products on the line at one time)?
  5. How can the Toyota Production System be applied in non-manufacturing settings?
  6. How do the 4 TPS rules-in-use support Toyota’s commitment to quality?
- Also refer to textbook item 7(t), “Inventory Control”. Familiarize yourself with the basic ideas of inventory management.

SESSION #16  Mar. 20
INVENTORY MANAGEMENT II: EOQ APPLICATION (JAMIE CHANG) AND SAFETY STOCK

Learning Objectives:
- Understand the 5 critical questions in inventory management
- Understand the answers to 4 critical questions (except the “best service level” question)

Preparation:
- Read “Managing Inventories” Notes, coursepack item 13(cp). Read textbook item 7(t) (skip price break model) as a supplement.
- Read and analyze Jamie Chang case. Submit a 2-page case report (selective) for grading. Be prepared to discuss in class.

After Class:
- Submit the Midterm Project Report by midnight Sunday March 24. See CTools for the guidelines. Each group will be asked to schedule a meeting with the instructor within the next week to discuss their projects.
- Start preparing Amazon.com’s European Distribution Strategy case, coursepack item 17(cp). A required case report is due in one week.
SESSION #17  Mar. 25

BALANCING UNDERAGE AND OVERAGE COSTS

Learning Objectives:
- Recognize the power of Newsvendor logic
- Practice the use of Underage and Overage Costs in contexts of inventory, capacity, and revenue management

Preparation:
- Read “Managing Inventories” Notes and coursepack item 15(cp): “Turning the Supply Chain into a Revenue Chain.” Read textbook 7(t): “A Single-Period Inventory Model” as a supplement.

SESSION #18  Mar. 27

GLOBAL SUPPLY CHAINS AND DISTRIBUTION: AMAZON’S DISTRIBUTION STRATEGY

Learning Objectives:
- Understand the importance of managing supply chains and distribution networks in a global context
- Use inventory models to analyze benefits of “delayed differentiation”
- Understand strategies in designing supply chains and the impact of mass customization on supply chain management

Preparation:
- Read coursepack item 16(cp): “Managing Supply Chain Inventory: Pitfalls and Opportunities.”
- Write a 5-page group report analyzing Amazon.com’s European Distribution Strategy case, and submit for grading. Be prepared to discuss in class.

SESSION #19  Apr. 1

SUPPLY CHAIN COORDINATION: THE BEER GAME

Learning Objectives:
- Understand the sources of variability that bedevil Supply Chain Management

Preparation:
- Read carefully the “Beer Game” handout and instructions for playing the game. You will need to understand all the details to be able to complete the tasks during class time.

SESSION #20  Apr. 3

BULLWHIP EFFECT, SUPPLY CHAIN COORDINATION, AND E-BUSINESS

Learning Objectives:
- Understand the Bullwhip Effect in supply chains
- Translate strategic E-Business and IT choices into operational decisions
- Understand “virtual integration” supply chain model

Preparation:
- Read additional readings to be posted on CTools. Be prepared to discuss in class.

After Class:
- Read Betapharm Corp. case, coursepack item 18(cp).
SESSION #2
1 Apr. 8
STRATEGIC GLOBAL SOURCING: PROCUREMENT AT BETAPHARM CORP.

Learning Objectives:
- Understand the differences between and attendant challenges of indirect and direct materials sourcing
- Understand the role of online auctions in competitive sourcing
- Introduce the concept of “total cost of contract ownership” and how to evaluate it using OM toolset

Preparation:
- Read and analyze Betapharm Corp. case. Submit a 3-page case report (selective) for grading. Be prepared to discuss in class.

SESSIONS #22, 23, AND 24
Apr. 10, 15, 17
TERM PROJECT PRESENTATIONS

See guidelines on the next page for details.
Presentation schedule will be announced in class.

SESSION #25
Apr. 22
COURSE WRAP-UP AND REVIEW

Preparation:
- Come prepared to ask questions on any concepts that are not clear.
- Submit Final Project Report in class.

FINAL EXAM
April 29
4:00 PM – 6:00 PM
Term Project Guidelines

Objectives
- To apply the principles of Operations Management to business situations.
- To develop business problem analysis skills (in both quantitative and qualitative analytics).
- To learn teamwork and presentation skills.

Overview
- Team Members: 5 or 6 TO313 students, all from the same section.
- Project Context: Any business operation.

Deliverables
- 1-page Project Proposal is due by Tuesday February 26 midnight on CTools.
- Midterm Project Report is due by Sunday March 24 midnight on CTools.
- Class presentations on one of the dates: Apr. 10, 15, 17.
- Final Report is due in class on Monday April 22.

Project Proposal Guidelines
Please make sure the following information is included in the project proposal:
- name of group members
- name of the company to be studied & people contacted there
- basic description of what the company does, the customers and markets served
- basic description of the process
- brief outline of what the group intends to study at that company
There is no hard constraint on the length of your proposal. The more details you can provide, the better idea the instructor will have of what you are going to study. If your project seems to be too thin or too complex, the instructor will get back to you with comments.
Please make sure that you will have access to people at that company who can give you details on the processes, the data on demand, etc. that you may need to do your project well.

Midterm Project Report Guidelines
See CTools Web site.

Final Report Format
The written report should be 1.5 line-spaced and 11pt font or larger. Indicate assigned group ID# on the report. The length of the body of the report is limited to 15 pages. Up to additional 10 pages of exhibits may be appended. Please use the following framework to organize your paper.

Executive Summary. State briefly (not exceeding 1 page, single spacing OK) the goal of the project, the problem, your recommendation, and what value this project may bring to the company/organization. If your analysis is about why a company/organization is so successful, you should describe the reasons for their success and your recommendations on how they could continue to remain successful.

Introduction and Background Information: This section should not exceed 3 pages in length. You can divide this section into following subsections.
  i) Industry Background: This section should provide the reader some information about the industry in which this firm is competing and provide a few vital details pertaining to the size of the industry, the major competitors in the marketplace, and the relative shares of the market that these firms currently command.
ii) Company Background: This section should focus on background information regarding the firm and its size, annual sales, and details about its product portfolio. This section should also include information about the location of the firm’s facilities, and the products/clients these facilities may be serving.

iii) Facility Background: This section should specifically address details pertaining to the facility that you investigated.

- **Current Process and Problem Definition:**
  
i) Characterization of Current Process: In this section, a clear description of the current process should be provided and a detailed process flow diagram should be attached to characterize the various states in the production or service process.
  
ii) Problem Statement: In this section you must describe what may in fact be the problems associated with the existing system. This sub-section sets the stage for why you have undertaken this project and how your analyses and recommendations will improve the performance of the system.
  
iii) Primary Goals of the project and the flow of rest of the report: Here you must briefly describe the goals of the project and also detail how the remainder of the report will flow.

- **Analyses and Recommendations.** This section should contain the various recommendations you have made for improving the current process and detailed analysis for each of the recommendations. The analysis can be either quantitative or qualitative. An integral part of the analysis is to estimate chances for success and impact on performance if your recommendations are implemented. In case your project is about why a company/organization is successful, this section should contain your analysis for the recommendations on how the company can continue to remain successful.

- **Appendices:** Please attach relevant exhibits, tables and figures (not to exceed 10 pages).

**Presentation**
Your group must present your project to the class during the regular class meeting times near the end of the term. Each group member must be actively involved in the oral presentation. Presentations will be limited to 18 minutes, plus a 2 minute question-and-answer period moderated by the presenting group (total of 20 minutes per group). Each group member must be actively involved in the presentation.

**Grading Criteria**
- **Paper:** Structure, Content, Exhibits. The main emphasis of the grading will be on clarity and depth of your analysis, demonstration of a good understanding of OM concepts and tools and their application to the operation studied and the applicability/feasibility of your recommendations.
- **Presentation:** Clarity, Content, Delivery, Visual Aids, Time Management, Discussion Management.
- **Self and Peer Evaluation:** All team members need to actively participate in the term project. In extreme cases, individual project grades may be adjusted up or down based on self and peer evaluations.

**Guidance**
- Sample projects will be e-mailed to you on CTools.
- Teams must meet with the instructor at least once to report progress and get advice.
- Teams can also meet with the teaching assistants (senior BBAs) to get advice.
## TO 313: Winter 2013 Course Outline

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<tr>
<th>No.</th>
<th>Date</th>
<th>Topic</th>
<th>Required Readings (see detailed reading list on pp. 5-11)</th>
<th>Submissions</th>
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<td>Jan 14</td>
<td>Introduction and Overview Process Analysis</td>
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<td>Process Analysis Application I <strong>Case: Kristen’s Cookie Co.</strong></td>
<td>1(t) 2(t) 1(cp)</td>
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<td>4</td>
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<td>Variability and Buffers</td>
<td>1(t), 3(cp), 4(cp)</td>
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<td>Process Analysis Application II <strong>Case: National Cranberry</strong></td>
<td>2(cp)</td>
<td>5-page report</td>
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<td>Queuing Analysis</td>
<td>3(t), 6(cp)</td>
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<td>Feb 6</td>
<td>Process Analysis Application III <strong>Case: Manzana Insurance</strong></td>
<td>5(cp)</td>
<td>5-page report</td>
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<td>8</td>
<td>Feb 11</td>
<td>Understanding and Managing Congestion <strong>Case: Delays at Logan Airport</strong></td>
<td>7(cp)</td>
<td>3-page report</td>
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<td>9</td>
<td>Feb 13</td>
<td>Linear Programming <strong>Case: Mihocko Inc.</strong></td>
<td>8, 9, 10(cp)</td>
<td>2-page report</td>
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<td>Midterm Review</td>
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<td>Feb 19</td>
<td>MIDTERM EXAM 4:15 – 6:15 PM</td>
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<td>11</td>
<td>Feb 20</td>
<td>Introduction to Project Management</td>
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