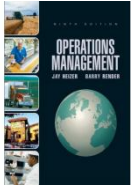


Course	BUSN 6110 Operations and Project Management								
Term	2009 Fort Belvoir Wednesday's - Aug 19th – Oct 14th <i>5:30pm – 9:30pm –TBD</i>								
Instructor	Name: Brian Gilbert Phone: 571- 214-7233 E-mail: Brianpaulgilbert@gmail.com – quickest way to get a response								
Catalog Description	This is a course that focuses on the major managerial issues in manufacturing and service management and the tools that can be used to manage them. Special attention will be given to project management, including PERT, critical path scheduling, and time-cost models, in operations management and other business settings. The major operations management issues are quality management and control, capacity management, plant location, layout and design, production planning and scheduling, supply chain management, and inventory management. The analytical tools covered include queuing theory, statistical quality control, linear programming, and learning curves. Where appropriate, the use of operations management techniques in service and distribution organizations will be demonstrated.								
Prerequisites	Graduate Standing								
Course Level Learning Outcomes	<ol style="list-style-type: none"> 1. Assume the role of OM executive (COO) creating value in products and services for overall organizational success. OM topics include supply chain management, outsourcing, design trade-offs, managing projects, and negotiating with other C-level executives on strategy and tactics. 2. Use PERT analysis to plan and evaluate a project management. 3. Assess a new product or supply chain development processes. 4. Apply various approaches to continuous improvement in quality. 5. Assess strategic, tactical and plant level capacity issues. 6. Assess facility layout for assembly or service waiting line constraints. 7. Assess trade-offs in inventory management to include MRP. 8. Apply aggregate product planning and service yield management.. 								
Text	 <p><u>Operations Management</u>, 9th Edition, Jay Heizer, Barry Render ISBN-10: 0138128782. <i>Picture to the left has hyperlink to book on amazon.com</i></p> <p><u>What is Lean Six Sigma</u> Michael L. George (Author), David Rowlands (Author), Bill Kastle (Author)</p> <p>Reading assignments will be supplemented with articles from sixsigma.com and pmi.org</p>								
Grading Criteria	<p>A= 90+ / B=80+ / C=70+ and below using Webster Grading Standards</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding-left: 20px;">1. Quality participation in all course work:</td> <td style="text-align: right; background-color: yellow;">10%</td> </tr> <tr> <td style="padding-left: 20px;">2. Weekly responses & pre-assignments:</td> <td style="text-align: right; background-color: yellow;">20%</td> </tr> <tr> <td style="padding-left: 20px;">3. Use of OM strategy and techniques in paper & projects:</td> <td style="text-align: right; background-color: yellow;">50%</td> </tr> <tr> <td style="padding-left: 20px;">4. Mid Term Examination</td> <td style="text-align: right; background-color: yellow;">20%</td> </tr> </table> <p>*Quality participation means:</p>	1. Quality participation in all course work:	10%	2. Weekly responses & pre-assignments:	20%	3. Use of OM strategy and techniques in paper & projects:	50%	4. Mid Term Examination	20%
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4. Mid Term Examination	20%								

	<ul style="list-style-type: none"> - Listen actively; - Speak with reason; - Clarify your ideas; and - Reconcile views.

<p>Your Project Guidelines</p>	<p>Create a concise business paper or presentation:</p> <ul style="list-style-type: none"> A. <u>Get instructor approval</u> on a current OM topic/problem to explore. B. Provide <u>evidence or examples</u> from existing firms or process under your control. C. <u>Apply applicable tools learned</u> in this course D. Use <u>data</u> to support your <u>recommendations</u> for your preferred OM solutions. <p><u>Possible Topics for Project Paper / Presentations</u></p> <ol style="list-style-type: none"> 1. Six Sigma application 2. Project Management application 3. Determining and Applying Balanced Score Card of Metrics 4. Applying outsourcing decisions <p>Paper will be 4-5 pages & the presentation (PPT) will be an overview of your research paper. Projects will be the application of the tools learned in the course to real world scenarios</p> <p>Sell your ideas and application!</p>
<p>Webster University Policies</p>	<p>This class is governed by Webster University policies - in the current course catalog, course schedules, and the WU website. We emphasize the following:</p> <p>Academic Honesty The university is committed to academic honesty. Students are held responsible for violations. See the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions. Plagiarism warrants a zero grade plus disciplinary action.</p> <p>Drops and Withdrawals If you choose to drop or withdraw from this course, the date when you notify the university will determine your tuition refund. Refer to university policies on drops and withdrawals for deadlines on dropping a course with a full refund and for withdrawing with a partial refund.</p> <p>Special Services If you have a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require in this class.</p> <p>Disturbances Everyone is entitled to participate in class. Disruptive or inconsiderate behavior is not acceptable. Treat students and the instructor with dignity and respect, even if differing opinions arise. Disruptive behavior warrants disciplinary action, including removal from the course.</p>

<p>Your Weekly Schedule</p>	<p>There is a Pre assignment for the first class meeting!</p> <p>Session 1. Operations, Productivity & Strategy</p> <p>Preparation: Read Chapters 1 & 2.</p> <p><u>Pre- Assignment:</u></p> <ol style="list-style-type: none"> 1. Answer Chapter 1 problem: 1.9 2. Chapter 1: Read the National Air Express & Zychol Chemicals Corporation case studies. Answer the discussion questions and be prepared to present your analysis to the class. 3. Chapter 2: Read the Minit-Lube and Strategy at Regal Marine case studies. Answer the discussion questions and be prepared to present your analysis to the class. 4. This Week's Response to the Reading: Look on carrerbuilder.com and find 5 different operations and or project management jobs. Print them out, analyze their skill / experience requirements and be prepared to present your findings to class <p>Class Agenda for Discussion:</p> <ol style="list-style-type: none"> A. Welcome, Introductions, Overview of the Course Requirements B. <u>Discussion:</u> Pros and cons; Evidence and examples; Recommendations C. Key Elements and Issues in OM D. Operations Strategy: Winners and Qualifiers <p>Session 2: Project Management and Forecasting</p> <p>Preparation: Read Chapter 3 & 4</p> <p><u>Pre- Assignment:</u></p> <ol style="list-style-type: none"> 1. Answer Chapter 3 problem: 3.14. 2. Chapter 3: Read the South Western (A) case study; answer the discussion questions and be prepared to present your analysis to the class. 3. Solve Chapter 4 problem: 4.32 4. Chapter 4: Read the South Western (B) case study; answer the discussion questions and be prepared to present your analysis to the class. 5. This Week's Response to the Reading: Go to PMI.ORG and determine the specific requirements for a PMP & CPAM certification. What do the certifications represent? How are they valuable to the individual / organization? What are the major areas of project management defined by PMI? Look on carrerbuilder.com and find some jobs that list the PMP certification as a requirement. Send the analysis in ~ 5 clearly written paragraphs to brianpaulgilbert@gmail.com NLT NOON before class. <p>Class Agenda for Discussion:</p> <p>What is Project Management Why Forecast</p> <p>Session 3: Designing Goods and Quality</p> <p>Preparation: Read Chapter 5 & 6 (not supplement)</p> <p><u>Pre- Assignment:</u></p>
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1. Chapter 3: Read the De Mar's Product Strategy case study; answer the discussion questions and be prepared to present your analysis to the class.
2. Answer Chapter 6 discussion questions: 1-17.
3. Solve Chapter 6 problem: 6.16
4. Chapter 6: Read the South Western (C) case study; answer the discussion questions and be prepared to present your analysis to the class
5. Read **What is Lean Six Sigma** and be prepared to discuss concepts in class
6. **This Week's Response to the Reading**: Go to isixsigma.com and find 2 articles under "Sigma Article Spotlights." Be prepared to discuss your article in class. Look on carrerbuilder.com and find some jobs that list the Green belt / Black Belt certification as a requirement. Print them out and be prepared to discuss them at class.

Class Agenda, Activity and Discussion:

- A. Project Management: A Career Skill
- B. Planning Insights and Scheduling Pitfalls
- C. Control Measures and Realism in PM
- D. Review CustomerData.Xls & SigmaXL

Session 4: Process Strategy, Capacity Planning & Location Strategies

Preparation: Read Chapter 7, Supplement 7 & Chapter 8

Pre- Assignment:

1. Solve Chapter 7 problems: 7.14
2. Chapter 7: read the Process Analysis at Arnold Palmer Hospital Case study; answer the discussion questions and be prepared to present your analysis to the class.
3. Solve Supplemental 7 problem: 7.15
4. Supplemental 7: Read the Capacity Planning at Arnold Palmer Hospital Case study. Answer the discussion questions and be prepared to present your analysis to the class.
5. Solve Chapter 8 problems: 8.7
6. Chapter 8: Read the Locating the Next Red Lobster Restaurant Case study; answer the discussion questions and be prepared to present your analysis to the class.
7. **This Week's Response to the Reading**: TBD

Class Agenda & Discussion;

- A. Capacity Utilization, Efficiency, Strategies
- B. Location Strategies

Session 5: Layout Strategies, Human Resource and Job Design, & Work Measurement

Mid Term handed Out

Preparation: Read Chapter 9, 10, & Supplemental 10

Pre- Assignment:

1. Chapter 10: read the Hard Rock's Human Resource Strategy Case study;

answer the discussion questions and be prepared to present your analysis to the class.

2. Solve Supplement 10 problem: 10.22
3. Supplement 10: read the Jackson Manufacturing Company Case study; answer the discussion questions and be prepared to present your analysis to the class.

Class Discussion Topics:

A. Why is Work Measurement Important

Session 6: Supply Chain Management & Outsourcing as a Supply Chain Strategy

Mid Term Due

Preparation:

Read Ch. 11 Supply Chain Management & Supplement 11

Pre- Assignment:

1. Chapter 11: read the Dell's Value Chain Case study; answer the discussion questions and be prepared to present your analysis.
2. **This Week's Response:** Describe how Airlines can use outsourcing to become more profitable. Read and analyze an article on Outsourcing. Find an article at <http://www.economist.com>, print it out and be prepared to discuss and answer questions on it in class

Class Discussion Topics:

A. Supply Chain Versus Value Chain

Session 7: Short Term Scheduling & JIT & Lean Operations

Preparation: Read Chapter 14, 15 & 16.

1. Chapter 15: read the Old Oregon Wood Store case study; answer the discussion questions and be prepared to present your analysis to the class.
2. Chapter 16: read the JIT at Arnold Palmer Hospital & Mutual Insurance Company of Iowa case studies; answer the discussion questions and be prepared to present your analysis to the class.

Project Paper due- First round of presentations

Preparation: E-mail project papers / presentation NOON by class – if not before!

Session 8: Student OM Project Presentations

Preparation: E-mail project papers / presentation NOON by class – if not before!

Class Agenda & Discussion:

A. **Student OM Presentations**

	<p>Session 9: The MBA in Operations Management</p> <p>Class Agenda & Discussion:</p> <p>A. Complete Student OM Presentations</p> <p>B. Key OM Lessons to apply in an MBA career</p> <p>C. Life-long Learning in Business: Suggested Reading</p>
<p>Meet Your Instructor</p>	<p>Brian Gilbert is a certified PMP and Six Sigma Black Belt. He is currently the Director of Lean Six Sigma and Business Process Re-engineering at L-3 Communications. He is responsible for implementing a continuous improvement program to help the L-3 raise its performance capability. He trains employees on Lean Six Sigma & project management techniques and coaches operational and customer centric process improvement projects. Prior to L-3 Communications, Brian was with General Electric and Bank of America where he held various roles in Six Sigma and Finance. Brian is a retired Army Captain.</p>