

University of Florida
Warrington College of Business Administration
Department of Information Systems & Operations Management

Module 2 (Fall 2017)
MAN 6511 – Production Management Problems

Instructor: Professor Asoo J. Vakharia
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Office Location: 355D Stuzin Hall
Class Times: Monday and Wednesday Periods 5-6 (11:45 am – 12:35 pm; 12:50 – 1:40 pm)
Class Location: HGS 340
Office Hours: Monday and Wednesday 10:30 – 11:30 am.

Course Description

MAN 6511 is a course designed to focus on the Operations function in a Supply Chain (MAN 6573 focuses on Purchasing while MAN 6528 focuses on Distribution). This function is concerned with managing the process by which inputs (such as technology and material) are transformed into desired goods and services using facilitating goods (such as personnel, equipment, and information). The importance of Operations as an integral component to the overall success enjoyed by a wide variety of firms has been well documented. Thus, the effective management of operations plays a critical role in the current competitive business environment.

It is a well-recognized fact that managing operations effectively led to early successes of our major industries (such as steel, automobiles, and electronics). Given our leadership in the quality and efficiency of our operations processes, a sense of complacency pervaded the top management of several corporations. Thus, the operations function was relegated to the "back room" and considered to be *reactive rather than proactive*. The repercussions of this low prioritization of operations were felt in the early 1970's and through most of the 1980's when U.S. products and services were perceived to be inferior to those of the offshore competitors in Europe and the Far East. In fact, these competitors gained a significant market share in the US (one of the largest and richest markets in the world) and this still exists to date. Reactions to such a situation were at first, disorganized and fragmented. For example, certain companies simply copied the practices of the offshore competitors (e.g., JIT) without evaluating their applicability while others focused on convincing the customers that their products were still the "best" ("Quality is Job 1"). Over time, these efforts have been coordinated and implemented with more success. In fact, in today's business climate, one of the key goals of all organizations is to continually improve the productivity, quality, and efficiency of their operations processes.

This course will examine key managerial decisions in two complementary areas: Process Management and Supply Chain Management. In Process Management (PM), we will focus on: (a) describing relationships between in-process inventory, cycle time, and throughput; and (b) managing and planning process capacity. In Supply Chain Management (SCM), we will examine: (a) information sharing in a supply chain; (b) the benefits of coordinated decision making in supply chains; (c) the use of consumer segmentation to effectively increase capacity utilization (and hence, ROI) in key industries; and (d) how service levels and lead times in a supply chain can be maintained using an order-up-to Inventory model.

Course Objectives

This course provides an introduction to Operations and Supply Chain Management. More specifically, the objectives of this course are: (a) To introduce students to the basic concepts in OM and SCM; (b) To familiarize students with the terminology in the area; and (c) To expose students to some of the more common decision making tools used by contemporary operations and supply chain managers. I hope that during the course of the semester all of you will use EXCEL, an extremely valuable tool in the context of our course material.

Instructional Materials

A required course packet is available at Target Copy (1412 W. University Avenue, (352) 376-3826).

Grading Policy

The course grades will be determined ON A CURVE by assigning the following weights to the case analysis (team), exams (individual), attendance (individual), and peer evaluation (individual). Instructions to guide the case analyses are included on CANVAS.

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|--------------------------------|-----|
| • Cases (Team) 2 @ 10% | 20% |
| • Exams (Individual) 2 @ 35% | 70% |
| • Attendance (Individual) | 3% |
| • Peer Evaluation (Individual) | 7% |

University Policies

Class Attendance, Make-Up Exams, and Other Work: Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Information of UF Grading Policies for assigning grade points: See: <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>.

Course Online Evaluation Process: Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

Accommodating Students with Disabilities: Students requesting accommodation for disabilities must first register with the Dean of Students Office (<http://www.dso.ufl.edu/drc/>). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.

Academic Misconduct: Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at <http://www.dso.ufl.edu/students.php>.

Honor Code: “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

Campus Resources

U Matter, We Care: If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575 so that a team member can reach out to the student.

Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Assault Recovery Services (SARS)

Student Health Care Center, 392-1161.

University Police Department, 392-1111 (or 9-1-1 for emergencies). <http://www.police.ufl.edu/>

Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.

<https://lss.at.ufl.edu/help.shtml>.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling. <http://www.crc.ufl.edu/>

Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring.

<http://teachingcenter.ufl.edu/>

Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.

<http://writing.ufl.edu/writing-studio/>

Student Complaints Campus: https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf

Course Schedule (subject to change)

Monday, October 23 and Wednesday, October 25

Course outline/content; Introduction to the course.
Forecasting

Monday, October 30 and Wednesday, November 1

An Introduction to Process Management
Macro/Micro Perspective on Processes
Capacity Management

Monday, November 6

Deadline for submission of Case Report 1 (team effort)

Monday, November 6 and Wednesday, November 8

Capacity Management (contd.)
Capacity Planning
Exam 1 Review

Monday, November 13

Exam 1 (11:40 am – 1:40 pm) – Individual Effort

Wednesday, November 15

Introduction to Supply Chain Management
The newsvendor problem

Monday, November 20

NO CLASS

Wednesday, November 22

Holiday (Thanksgiving)

Monday November 27

Revenue Management
Supply Chain Coordination

Wednesday November 29; and Monday December 4

Supply Chain Coordination (contd.)
Service Levels and Lead Times in Supply Chains

Monday, December 4

Deadline for submission of Case Report 2 (team effort)

Wednesday, December 6

Exam 2 Review
Deadline for submission of Peer Evaluation (individual)

Monday, December 11

Exam 2 (11:40 am – 1:40 pm) – Individual Effort

Course Deliverables (with deadlines) – ALL ON CANVAS

Activity	Team/Individual	Deadline
Case 1 Report	Team	Monday, November 6 (11 am) – electronic submission on CANVAS. Please consult information on CANVAS for key issues, grading scale, and required format of the report.
Case 2 Report	Team	Monday, December 4 (11 am) – electronic submission on CANVAS. Please consult information on CANVAS for key issues, grading scale, and required format of the report.
Peer Evaluation	Individual	Wednesday, December 6 (11 am) – electronic submission using a form available on CANVAS.