EMB530 Operations Management and Supply Chain Management (OM&SCM)

Spring 2011

Saturday 9:00 AM – 11:50 AM

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Learning Objectives

The primary learning goals for this course are twofold:

- Global perspectives
- Strategic thinking and cross-disciplinary competency

The primary objective of this course is to teach the EMBA students strategic issues in operations management and supply chain management (OM&SCM), which top managers in service as well as manufacturing industries must understand. From a comprehensive perspective, OM&SCM encompasses all organizational activities (service and manufacturing) to create value for customers. During the course, we will primarily focus on how to enhance operations capabilities that enable the firm to achieve sustaining competitive advantage vis-à-vis its global competitors.

Course Materials

Required materials consist of two textbooks and reading materials such as cases and papers/articles. Students are expected to study the assigned readings and cases prior to class and to participate in the discussions of each.

Primary textbooks

- Jacobs, F. R. and R. B. Chase (2007). Operations and Supply Management: The Core. McGraw-Hill International Edition.

Performance Evaluation

The final grade will be based on the following breakdown (subject to change):

Class participation	10%
Homework	10%
Term project	30%
Exams	50%

Class participation is based on the student's contribution to class discussion from the

assigned readings and case studies.

Homework consists of 3~5 group assignments and 3~5 in-class quizzes.

For *the term project*, please refer to the guideline, which will be announced in due course.

The exams are combinations of analytical problem solving, case analysis, and essay questions, both qualitative and quantitative. More details will be announced in due course.

CLASS SCHEDULE

(Subject to change as the course proceeds)

CLASS SYNOPSIS AND READING MATERIALS		
MODULE 1. OPERATIONS STRATEGY AND FIRM'S COMPETITIVE ADVANTAGE		
1	Operations strategy – firm's capabilities and value creation	[JC] Ch. 1
2	Learning as the integrating capability	
3	Global operations management	
MODULE 2. PROCESS AND PRODUCT STRATEGY		
4	Process analysis and design I	[JC] Appendix F;
5	Process analysis and design II	[JC] Ch. 4, 5
6	Project and quality management	[JC] Ch. 2, 6
7	Creativity and innovation – sources of competitive advantage	
8	New product development and competitiveness	*Midterm exam planned*
MODULE 3. DESIGNING AND MANAGING A SUPPLY CHAIN		
9	Structural factors of a supply chain	
10	Infrastructure factors of a supply chain	
11	Strategic management of a supply chain	
12	Inventory management	[JC] Ch. 12
MODULE 4. INTEGRATION AND VALUE CREATION		
13	Performance measurement for supply chain management	*Final exam planned*
14	Project presentation; SCM for sustainable competitive advantage	*Students presentation*

- [JC] Jacobs, F. R. and R. B. Chase (2007). Operations and Supply Management: The Core. McGraw-Hill International Edition.
- The students should fully prepare for the lecture by reading the lecture note.