The goal of this course is to present what every manager should know about the operations function of a firm. Operations comprise all activities involved in the actual design, production, and delivery of goods and services. It is one of the central functions of every business, profit and non-profit organizations alike.

The field of operations management is concerned with how work gets done. This entails management of people, processes, and physical assets. The design and operation of the productive system determines how the business strategy is implemented and value is created.

Sound and creative operations management is a major competitive advantage. It is not hard to find industries where some firms are growing and prospering while others are entering bankruptcy. Many differences can separate winners from losers, but usually the way operations are managed is one of them. Indeed it is rare to find a successful firm that is not managing its operations to provide a high quality product or service at a reasonable cost.

Operations managers, ranging from first-level supervisors to chief operating officers, are directly concerned with meeting demands for goods and services. They are responsible, in whole or in part, for the design, performance, and improvement of the systems that meet those demands. Furthermore, venture capitalists, consultants, and investment bankers are concerned with the productive systems of the organizations that they finance, advise, and/or buy.

The field of operations management was originally concerned with efficiency and effectiveness in manufacturing, and this course will draw heavily on manufacturing examples. However, many of the considerations involved in operating manufacturing facilities are equally applicable to service-oriented operations. Many of the same analytical techniques apply, and many of the same tradeoffs are present in services such as entertainment, media, health care, bank and insurance operations, hotels, recreation, consulting, and airline management.
This course focuses heavily on processes. The course aims to provide you with a conceptual framework and a set of analytical tools. It is our hope that these will enable you to understand better why productive systems behave as they do, so that, as a manager, you can act wisely to modify and manage these systems and make them perform as you wish! The course is designed to introduce you to "what every general manager should know" about the field. An important goal of the course is that you understand the opportunities and challenges in the area so that, as a manager, you can interact wisely and to best advantage with those who do manage operations, even if you are not directly responsible for operations.

Learning Objectives:

Upon successful completion of this course, students will be able to:

- Describe the required behavioral skills and analytical tools for successfully managing operations.
- Learn and gain introductory level proficiency in a set of tools and techniques in the following areas, enabling the business to compete effectively in the marketplace
  - Process Analysis and Capacity Management.
  - Project Management
  - Service Quality
  - Product Development Processes.
- Describe different types of operations.

Online Course Reader - Containing cases which can be purchased from Harvard Business Online. To purchase the case, you need to go to and register / sign in. The website will allow you to purchase the cases using your credit card. There are 3 cases in this online reader.

Please use this link for accessing the class material:

https://hbsp.harvard.edu/import/856481

Blackboard Files - Additional articles and notes will be posted on the Blackboard

Grading

Your grade in this course will be based on individual class participation, group assignments, individual assignments and a final exam. I will try to assess your understanding of the tools and concepts covered, your ability to integrate and apply those concepts and your contribution to the learning experience of the class as follows:

- Class Participation: 10%
- Discussion Boards: 15%
- Preparation Questions: 5%
- 1 Case Report (Group): 30%
- 2 Homework Sets: 15%
- Final Exam: 25%

Class Participation
Class participation counts 10% of your course grade. It requires that you do the assigned readings,
analyze the cases based on the questions given and participate actively in Zoom sessions. I prefer substantive comments based on good analysis rather than brief, general comments that add little to the discussion and learning. Be prepared to defend your suggestions or solutions with careful and thoughtful analysis! Useful criteria for measuring effective class participation include:

- Is the student absent too many times? Is the participant a good listener?
- Are the points that are made relevant to the discussion? Are they linked to the comments of others?
- Is there a willingness to participate and bring new ideas?
- Do the comments show evidence of analysis of the topic or the case?
- Do the comments clarify or build upon the important aspects of earlier comments and lead to a clearer statement of the concepts being covered?

I will take attendance using Zoom for each session. Attendance is not mandatory but will be considered as a part of your participation score.

You can also submit short summaries of your take-aways from each Marshall Talk session. I will consider this as part of your class participation.

**DISCUSSION FORUMS**
Discussion forums account for 15% of your course grade. It requires that you do the assigned readings and the cases, watch the assigned videos, and respond to the discussion forum questions on Blackboard. You need to respond to comments from your class mates.

**PREPARATION QUESTIONS**
Each week you have to answer a set of questions that are related to the videos and readings. You will get 5% if you attempt all the questions.

**GROUP CASE REPORT**
You are required to turn in one complete case analysis. It will be done in a learning team of 3 - 4 students and your case will be assigned to you after the teams are formed in the first week. Each team will prepare only a presentation for the assigned case (no case report is required). Questions to guide your analysis are on Blackboard.

The presentation should cover the following:

- Brief discussion of the company and its environment
- Brief description of the problems
- Analysis that links the problems to its causes
- Recommendations/ Solutions/ Insights

Please ensure that the presentation deck is well organized for the outline provided above. You are expected to make a brief (15 minute) presentation of your analysis and recommendations in class. You will turn in your pptx deck via Blackboard as a team.

**HOMEWORK ASSIGNMENTS**
It counts for 15% of your course grade. A typical assignment will consist of 2-3 questions related to subject discussed in the previous weeks. You will submit homework assignment through Blackboard.

**FINAL EXAM**
It counts for 25% of your course grade. It will also be a take-home exam open books/notes. The final exam is cumulative. According to the USC Final Exam Schedule, the final exam is scheduled for
Week of Dec 8 to 15th. Please take this into account when scheduling your trips! If there are extenuating circumstances that prevent you from taking an exam, you must discuss the reason with me before the time of the exam. You will not be given a make-up exam unless you obtain permission from me in advance. In addition, you must be able to document the extenuating circumstance. If you miss the exam due to a medical emergency that can be documented and verified, then a make-up exam will be given. Otherwise, a grade of zero will be given for the missed exam.

NOTICE ON ACADEMIC INTEGRITY

The use of unauthorized material, communication with fellow students during an examination, attempting to benefit from the work of another student, and similar behavior that defeats the intent of an examination or other class work is unacceptable to the University. It is often difficult to distinguish between a culpable act and inadvertent behavior resulting from the nervous tensions accompanying examinations. Where a clear violation has occurred, however, the instructor may disqualify the student’s work as unacceptable and assign a failing mark on the paper.

Academic dishonesty includes: (Faculty Handbook, 1994: 21-22):

- Examination behavior - any use of external assistance during an examination shall be considered academically dishonest unless expressly permitted by the teacher
- Plagiarism - the appropriation and subsequent passing off of another’s ideas or words as one’s own. If the words or ideas of another are used, acknowledgment of the original source must be made through recognized referencing practices
- Other types of academic dishonesty - submitting a paper written by or obtained from another, using a paper or essay in more than one class without the teacher’s express permission, obtaining a copy of an examination in advance without the knowledge and consent of the teacher, changing academic records outside of normal procedures and/or petitions, using another person to complete homework assignments or take-home exams without the knowledge or consent of the teacher

FOR STUDENTS WITH DISABILITIES

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs (www.usc.edu/disability). DSP provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to your TA) as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: ability@usc.edu.
Academic Conduct:
Students enrolled in any class offered by the Leventhal School of Accounting are expected to uphold and adhere to the standards of academic integrity established by the Leventhal School of Accounting Student Honor Code. Students are responsible for obtaining, reading, and understanding the Honor Code System handbook. Students who are found to have violated the Code will be subject to disciplinary action as described in the handbook. For more specific information, please refer to the Student Honor Code System handbook, available in class or from the receptionist in ACC 101.

Support Systems:
Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.
https://engemannshc.usc.edu/counseling/

National Suicide Prevention Lifeline - 1-800-273-8255
Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. http://www.suicidepreventionlifeline.org

Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call
Free and confidential therapy services, workshops, and training for situations related to gender-based harm. https://engemannshc.usc.edu/rsvp/

Sexual Assault Resource Center
For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the website: http://sarc.usc.edu/

Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086
Works with faculty, staff, visitors, applicants, and students around issues of protected class.
https://equity.usc.edu/

Bias Assessment Response and Support
Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. https://studentaffairs.usc.edu/bias-assessment-response-support/

Student Support & Advocacy – (213) 821-4710
Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. https://studentaffairs.usc.edu/ssa/

Diversity at USC – https://diversity.usc.edu/
Tabs for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

Classroom Policies

1. Class attendance and participation is important in developing a coherent view of the materials covered in the course. Unless accommodated as described in (b) below,
attendance and active participation is expected at the synchronous Zoom class sessions.

a. Students are expected to have cameras on during the synchronous Zoom sessions, and preferably use headsets or earphones to ensure the best audio quality. Please advise me if you have circumstances under which you will not be able to meet these expectations.

b. For students who are located in a time zone where the synchronous class sessions or exams fall outside the window of 7:00 am to 10:00 pm in your local time zone, please contact me. You will not be penalized for not attending the live Zoom class sessions. The Zoom sessions will be recorded and posted on Blackboard, and you will be responsible for watching the recorded sessions. Exams and other synchronous assessments will be scheduled for students to be able to complete the assessment between 7:00 am and 10:00 pm in your local time zone.

2. During synchronous Zoom sessions, the following netiquette is expected, as if you were in a physical classroom.
   a. Please do:
      i. Log into class early or promptly
      ii. Arrange to attend class where there is a reliable internet connection and without distractions
      iii. Dress respectfully. Video conference business meetings are and will be the norm, so practice your professional telepresence.
      iv. If you use a virtual background, please keep it respectfully professional.
      v. Display both your first and last name during video conferencing and synchronous class meetings.
      vi. Respectfully minimize distractions by muting and or turning off video if necessary and when appropriate.
      vii. Engage in appropriate tone and language with instructors and classmates.
   b. Please try not to:
      i. Engage in a simultaneous activity not related to the class.
      ii. Interact with persons who are not part of the class during the class session.
      iii. Leave frequently or not be on camera for extended periods of time.
      iv. Have other persons or pets in view of the camera.

3. All Zoom sessions will be recorded and posted in the Blackboard Course pages.

4. Notes made by students based on a university class or lecture may only be made for purposes of individual or group study, or for other usual non-commercial purposes that reasonably arise from the student’s membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated or in any way displayed for use in relationship to the class, whether obtained in class, via email or otherwise on the internet, or via any other medium. Actions in violation of this policy constitute a violation of the Student Conduct Code, and may subject an individual or entity to university discipline and/or legal proceedings.

**TECHNOLOGY REQUIREMENTS**

The following equipment and system requirements are recommended to successfully participate in this online course:
- Computer with webcam
- Earphones or headset
- Reliable (preferably high speed) Internet connection
- Current operating system for Windows or Mac
- Current browser
  - Google Chrome
  - Firefox
  - Internet Explorer (not recommended)
  - Safari (Mac)

For technical support please see:

- **USC Systems** (Blackboard, USC Login, MyUSC)
  
  For assistance with your USC login or other USC systems, please call +1 (213) 740-5555 or email Consult@usc.edu. They are open Mon – Fri 9:30 am – 5:00 pm and weekends from 8:00 am – 5:00 pm (all Pacific time).

- **Zoom Video Web Conferencing System** (Live Zoom Sessions)
  
  For assistance using Zoom, go to Zoom Support Page. You may also call +1 (888) 799-9666 ext. 2. They are available 24/7.

- **Marshall Systems** (MyMarshall, Marshall Outlook email)
  
  For assistance with Marshall systems you can call +1 (213) 740-3000 Mon-Fri 8am-6pm (Pacific), email HelpDesk@marshall.usc.edu or use our self-help service portal as shown below. The portal allows you to get immediate assistance by searching for the information you need. You can also use it to chat with a technician or input a request. To access the service portal, follow these steps:
  
  - On a computer or mobile device, go to MyMarshall Home Page and click the “Help” link on the upper right.
  - Log in using your Marshall username and password.
  - (If you don’t know your Marshall login please follow the onscreen instructions pertaining to login issues)
WEEK 1 – October 20th, 2021

Discussion Topics for Marshall Talk

- Course expectations
- Introduction to Operation Management
- Operations & Strategy
- Operation Measures
- Types of Systems
- Swatch Case

Reading:
- Operations Strategy by M. Iansiti, A. Serels
  - Read Section 1, 2, 2.1, 2.2, 2.3 only up to the start of “Focus is Restricting Range of Activities”, and 2.5
- (Blackboard) Swatch Case

Assignment:
- [Individual] Submit Individual Learning Goals Memo on Blackboard by October 19th
- [Individual] Watch the Videos for this session on Blackboard.
- [Individual] Submit responses to discussion questions on Swatch on Blackboard by October 19th

WEEK 2 – October 27th, 2021

Discussion Topics for Marshall Talk

- Process Analysis & Flow Charting
- Capacity Analysis
- Bottleneck Management

Reading:
- (Blackboard) Note on Process Analysis.
  - Read the full article once. Pay special attention to Capacity section.

Assignment:
- [Individual] Watch the Videos for this session on Blackboard.
- [Individual] Submit responses to discussion questions on Processes on Blackboard by October 26th
- [Individual] Submit responses to preparation questions on Capacity calculations Blackboard by October 26th

WEEK 3 – November 3rd, 2021

Discussion Topics for Marshall Talk

- Review of bottle-necks and capacity – Creative Calligraphy Invitations exercise.
- Throughput Time
- Queuing
- Project Management

Reading:
- (Blackboard) Note on Queuing.
• A Project Management Methodology
  o Skim Read up to section 3.3.1. Objective: Understand definition of a project and project network. (This is an excellent reference).
• Creative Calligraphy Invitations case

Assignment:
• [Individual] Watch the Videos for this session on Blackboard.
• [Individual] Submit responses to discussion questions on Project Management on Blackboard by November 2nd
• [Groups Work] Work on Creative Calligraphy Invitation Case. (questions on Blackboard)
• [Group of Two or Individual] Homework # 1 – Due on November 3rd by 5:00 PM

WEEK 4 – November 10th, 2021

Discussion Topics for Marshall Talk
• Quality
• Service Quality & Experience Management
• Project Management

Reading:
• Designing the soft side of customer service
• (Blackboard) Lesson on How not to Build a Navy Ship

Assignments:
• [Individual] Watch the Videos for this session on Blackboard.
• [Individual] Submit responses to discussion questions on Process Improvement on Blackboard by November 9th
• [Individual] Submit responses to preparation questions on Quality on Blackboard by November 9th

WEEK 5 – November 17th, 2021

Discussion Topics for Marshall Talk
• Service Quality & Experience Management
• Product Development

Reading:
• Product Development Fundamentals
• Stories that Deliver Insights
• Porcini Pronto Case

Assignments:
• [Individual] Watch the Videos for this session on Blackboard.
• [Individual] Submit responses to discussion questions on Product Design and Long Redesign Cycles on Blackboard by November 16th
• [Individual] Submit responses to preparation questions on Critical Path Method Blackboard by November 16th
• [Group Assignment] For the assigned team – Porcini Pronto Case report – pptx slides due by 5 PM November 17th
WEEK 6 – December 1st, 2021

Discussion Topics for Marshall Talk

• Product Development
• Course Wrap-Up
• Final Exam Review

Reading:

• Product Development Fundamentals
• IDEO Human Centered Service Design Case

Assignments:

• [Individual] Watch the Videos for this session on Blackboard.
• [Individual] Submit responses to discussion questions on Design Process on Blackboard by November 30th
• [Group Assignment] For the assigned team – IDEO Case report – ppt slides due by 5 PM December 1st
• [Group of 2 or Individual] Homework # 2 Due

WEEK – December 8th to 15th Exam Week

FINAL EXAM

• Open Book, Open Notes, Timed Exam