

MIDDLE EAST TECHNICAL UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
EMBA 5602 – MANAGING OPERATIONS

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Office hours:	Saturdays 12.15-13.00 via Zoom
Course Web Page:	Link to ODTUClass Course Page
Course Description:	
<p>Managing operations can be defined as “the design, planning, and execution of value adding processes to transform inputs into outputs efficiently and effectively in order to meet customer demand”. The operations manager plans production, schedules work, and controls resources to meet the goals of the organization. Success of organizations is heavily dependent on the alignment between business strategy and operations strategy, and how these strategies are translated into operational practices. In line with the increasing competitive pressure, it is not sufficient anymore to only improve internal operations; organizations should also focus on their broader supply chain. This course covers the issues underlying the management of operations and supply chain, and introduces the student to a variety of tools and techniques used by operations managers exploring alternative means of implementing decisions.</p>	
Course Student Learning Objectives (CSLOs):	
<p><i>Upon successful completion of this course, students should be able to:</i></p> <p>Course Specific Skills:</p> <ol style="list-style-type: none"> 1. Understand the role of operations and supply chain management in the overall strategy of the firm. 2. Gain a clear understanding of the operations function in service and manufacturing firms, and how it integrates with the overall business. 3. Analyze decision problems in operations. <p>Discipline Specific Skills:</p> <ol style="list-style-type: none"> 4. Apply the knowledge, skills and understanding gained about operations and supply chain management to real organizations. 5. Develop the skills to apply specific operational techniques. <p>Personal and Key Skills:</p> <ol style="list-style-type: none"> 6. Develop critical thinking skills in relation to operations and supply chain management. 	
Learning and Teaching Methods:	
This course is going to make use of formal lectures, and in-class discussions and exercises.	
Required Reading:	
<p>J. Heizer, B. Render, C. Munson, “Operations Management: Sustainability and Supply Chain Management”, 12th edition, Prentice Hall, 2017.</p> <p>It is not mandatory to buy the book. We will mostly follow the book slides, the slides will be provided to you.</p>	
Suggested Reading:	
<p>Russell, R.S., Taylor, B.W., “Operations and Supply Chain Management”, 8th Ed, Wiley, 2014.</p> <p>Pinto, J.K. “Project Management: Achieving Competitive Advantage”, 5th Ed, Pearson, 2018</p>	

Assessment and Grading:

Form of Assessment	% Contribution	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm 1	40%	Individual, written assessment of topics discussed so far		Written and oral (in class)
Midterm 2	40%	Individual, written assessment of topics discussed after Midterm 1		Written and oral (in class)
Individual Assignment	15%	Individual, report describing an operations process in an actual organization (max 5 pages, excluding appendices)		Written
Participation	5%	Class attendance and participation during regular lectures		Written

Course Policies:

1. COURSE COMPONENTS:

1.1. MIDTERMS (80%)

There will be two midterm exams, and there will not be a final exam.

Midterm 1 will include the topics that are covered until its date.

Midterm 2 will include the topics after Midterm 1, until the last topic covered.

Midterms will consist of problem-solving and open-ended questions.

1.2. INDIVIDUAL ASSIGNMENT (15%)

In this assignment you are asked to choose an organization you are familiar with (e.g. the one that you are employed at) and act as an operations management consultant and analyze one key process in that organization. The assignment should include a precise description of the process together with some background that will enable the reader to understand the context. You should list the specific objectives, inputs and outputs for this process. Process analysis should also include process diagrams of your own drawing that include the important components. Your main task is to identify the good and bad elements of the current process, and make recommendations for improvement. You should make use of some of the major concepts and tools covered in this course; what you include depends on the process you choose and its gap(s).

The report should be no more than 2500 words (excluding appendices). The grading criteria are as follows:

- Quality of the writing, structure, and style – **20%**
- A thorough analysis of the process by referring to relevant concepts discussed in course – **40%**
- Credibility of the proposed design and recommendations – **40%**

The deadline to submit the individual assignment is ...

1.3. PARTICIPATION (5%)

Please note that class participation is not only about attendance to the lecture, but also about participating to the discussions in a constructive and engaging manner.

1.4. ASSIGNMENT FOR TERM PROJECT

Read the article: "Prajogo, D., Oke, A. and Olhager, J. , Gunasekaran, A., Blome, C., Papadopoulos, T. and Childe, S.J. (2016), " Supply chain processes: Linking supply logistics integration, supply performance, lean processes and competitive performance ", *International Journal of Operations & Production Management*, Vol. 36 No. 2, pp. 220-238." (*article will be provided*) and state the most important ideas/discussions, the methodology and the main results in the article using your own words. Make your statements in a clear and organized way using proper paragraphs. This assignment should be about 1000 words. Deadline to submit the assignment is ...

2. OTHER POLICIES:

STUDENT DISABILITIES: Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (Engelsiz ODTÜ Birimi, ODTÜ Kütüphanesi, Solmaz İzdemir Salonu, Tel: 210.7196; engelsiz@metu.edu.tr) verifying their disability, and outlining the special arrangements required. Please note that no accommodations will be provided to the disabled students prior to the completion of this approved University process.

ACADEMIC DISHONESTY: The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of the students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

CHEATING: All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure of the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Persons observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Persons observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade that is allocated to such assignments.

PLAGIARISM: The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students are affirming that the contents are their original work. Any previous work available from files or past students, as well as materials available on the internet may be used only as a suggestive model. Violation of this provision will be considered as unethical behavior, subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

METU HONOR CODE

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted.

"The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents."

KNOW YOUR RIGHTS AND RESPONSIBILITIES! <http://oidb.metu.edu.tr/en/academic-rules-and-regulations>

NOTE THE IMPORTANT DATES ON THE ACADEMIC CALENDAR!
<http://oidb.metu.edu.tr/en/academic-calendar>

Tentative Course Schedule				
Month	Day	Topic	Reading / Assignment	CSLO
		Key Operations Management Concepts Basic Decision Making Tools		
		Project Management		
		Process Strategy Capacity and Constraint Management		
		MIDTERM 1		
		Supply Chain Management Supply Chain Management Analytics		
		Inventory Management		
		Quality Management		
		MIDTERM 2		

GOOD LUCK AND ENJOY THE CLASS!