MBAM 613.13  
Technology and Operations Management

Jan 7- Feb 18, 2004

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Course Description

This course examines how process analysis provides the foundation for enhancing productivity in the firm. Focus is on the role of information technology in enabling these processes. Emphasis will be on the area of supply chain management.

Prerequisite: MBAM 603 or equivalent.

This is a case based course requiring thorough preparation for class discussion and written case analyses. Study groups are strongly recommended.

Course Objective

To develop an in-depth understanding of the challenges to enhance productivity through adoption of emerging information technologies.

Course Materials*

1) Cases and readings from Study.Net

* MATERIALS FOR SESSION 1 WILL BE AVAILABLE FROM THE FRONT DESKShortly After November Registration. COMPLETE COURSE MATERIALS WILL BE PURCHASED ON-LINE. YOU ARE RESPONSIBLE TO BE PREPARED FOR THE FIRST SESSION. No written deliverables for first session.
Grading

Grading will be based on 100 points allocated as follows:

Class participation (QUALITY, not quantity)  50 points

Written case analysis #1 15 points

Written analysis     #2       35 points

A (100-95)  A-(94-89)  B+(88-83)  B(82-78)

Papers are due at the beginning of class. Late papers will not be accepted without previous permission.

Attendance Policy

Students are expected to attend all classes. Absences require permission of the instructor. All absences will require make-up assignments and students are responsible for material presented during their missed session.

Conduct

GSBM students are expected to respect personal honor and the rights and property of others at all times. The University rules on conduct can be found starting on p.221 of the current GSBM catalog. Additionally, students with disabilities are encouraged to familiarize themselves with page 33 of the catalog.
NOTE: Materials for the first session; a more comprehensive syllabus; and instructions to access the balance of the course content will be available at the front desk after November 18.

“Learning by the Case Method” reading will be helpful to understand the teaching methodology employed in the course.

SESSION 1 January 7 The Process View of the Firm

Readings: Decoding the DNA of the Toyota Production System (handout)

Process Improvement Template

Case: Deaconess-Glover (A)

Evaluate Dr. Carter’s approach to studying processes at Deaconess Hospital. What do you think Carter recommended to Dalton and Bonenfant?

SESSION 2 January 14 continued

Reading: How Process Enterprises Really Work

Case: GM Powertrain

Assess the operations changes Hinrichs has introduced in the Fredericksburg plant. Did he start in the right place? What was his change strategy? Are they sustainable? What are the economics of the options to repair the press?

Case: Order Management Reengineering at Heatway

How radical is the new design for the order management (PTP) process at Heatway? Will Heatway achieve its improvement objectives if it implements this design? If you were Bob Hemphill, what would be your plan for making the PTP implementation a success?
SESSION 3  January 21  Process Enabling Information Technology

Reading:  A Note on ERP

Written analysis # 1

Case:  Vandelay Industries

Case:  Harley Davidson Motor:  Enterprise Software Selection

Evaluate the factors in Exhibit 10 on p.22. Which factors would you weight most heavily? Which provider would you select? Evaluate Harley’s approach to enterprise software selection.

SESSION 4  January 28  continued

Reading:  Strategy and the Internet –focus on the value chain diagram

Reading: Power of Virtual Integration

Case:  Supply Chain Mgt. at Ford

Case:  Cisco  Systems Architecture: ERP and Web-enabled IT

SESSION 5  February 4  continued

Note: Distribution of final paper assignment  (handout)

Reading:  The Supply Chain Mgt. Effect

Case:  eSourcing Strategy at Sun Microsystems

Given the knowledge of Sun’s supplier management organization, which SRM software applications would you pursue? What are the pros and cons of starting with dynamic bidding? How would you resolve the concerns of the Global Commodity Directors?

Case: Supply Chain Management at World Co.

Examine the features of fashion apparel retailing in Japan. How can a company use its supply chain to compete in this environment? What are the
salient aspects of World’s supply chain focusing on the processes for manufacturing, demand forecasting, and inventory planning? Why is World able to respond so effectively?

SESSION 6  February 11

Review previous readings

Case: Free Markets

Case: Syncra Systems

SESSION 7  February 18  Course Summary

Discussion of written case analysis #2.