

GOVERNORS STATE UNIVERSITY  
College of Business and Public Administration

Course Title: MGMT 840 (Section S, Reference # 20230)  
Session: Spring/Summer 1994 (Block 2)  
Time: 6:30-9:20 MW  
Instructor: Professor David Parmenter  
Office: C3356  
Office Hours: 12:30-3:00 MW  
Textbook: Operations Strategies for Competitive Advantage by Etienne-Hamilton  
The Reckoning by Halberstam

GSU ARCHIVES  
MGMT 840  
SS 94

DESCRIPTION:

This course will cover the management of the operations function, the function that is responsible for converting inputs, i.e. raw materials, labor, machinery, into outputs, i.e. products or services that your company sells. This is a crucial function, and perhaps the crucial function, for any business firm. As a graduate course, this class will focus primarily on the "big-picture" strategic aspects of operations. Keep in mind, however, that the big picture doesn't make any sense if you don't understand the components which go into producing that big picture. Thus we will also cover the technical details of operations to the extent that these details are necessary for intelligent formulation of an overall strategy.

RATIONALE:

In theory you are being trained to immediately become midlevel managers and eventually become members of top management. As such you soon be responsible for making decisions for which knowledge of the strengths and weaknesses of your firm's production function will be a prerequisite. Too many managers in too many American firms virtually ignore the production function, either because they feel that production is too technically oriented for them to learn or because they incorrectly believe that production will be able to effectively deal with whatever task it is given by top management. When it comes time for you to make these decisions, I want you to be able to appreciate both the importance of production to your company's success and the need for close integration between the production function and the other functional areas of the firm.

COMPETENCIES:

After completing this course you should be familiar with most of the concepts and techniques involved in turning an idea into a finished good or service. You will understand the importance of

production to the overall success (survival?) of the firm and how the manufacturing strategy must be integrated with the strategies for the other functional areas.

EVALUATION:

Your grade in this course will be based on the following assignments.

Group Project	30%
(presentation 10%)	
(paper 10%)	
(participation 10%)	
Paper	20%
Case reports/participation	10%
Midterm	20%
Final Exam	20%

The requirements for each assignment will be covered as the semester progresses.

SYLLABUS STATEMENT FOR PERSONS WITH DISABILITIES:

It is the intention of the institution to support full participation of all students, regardless of physical ability level. Therefore if any student needs consideration of his/her physical abilities in order to complete the course, please notify the instructor as soon as possible.

SCHEDULE:

Date	Topic	Chapters
5/16	Introduction	1
5/18	World Class Manufacturing	2
5/23	Strategic Positioning	3
5/25	Eliminating Waste	4
5/30	Memorial Day	
6/1	Structuring Production	5
6/6	Quality Management	6,7,8
6/8	Midterm Exam	
6/13	Just-in-Time Production	9
6/15	Purchasing/Maintenance	10,11
6/20	Customer Service/Scheduling	12,13
6/22	Managing Change	14
6/27	Final Exam	
6/29	Project Presentations	

NOTE: THE WITHDRAWAL DEADLINE IS MONDAY JUNE 20th.