

**Master of Business Administration**  
**College of Graduate Study of Management**  
**Khon Kaen University**  
**Course Syllabus (Young Executive MBA # 6: Weekend)**

**Subject:** 900 716 Operation Management  
**Section:** 2 - Weekend  
**Time:** Every Sundays 09:00-12:30  
**Lecturer:** Montri Wiboonrat, Ph.D. ([mwiboonrat@gmail.com](mailto:mwiboonrat@gmail.com))  
ดร.มนตรี วิบูลย์รัตน์

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**Objectives:**

This course covers both service and manufacturing enterprises. The propose is to provide an understanding of operations as a major functional area of business and to show how operations decision making can be improved by utilizing all the underlined disciplines: behavioral, quantitative, economic and systems. Production objective, process design and improvement, quality management, location and layout strategies, human resources management and work study, supply chain management, materials requirement planning and the applications of resource allocation and profit maximization will be topics of discussion. Moreover, practitioner shall capable apply to real business' problems solving and improve competitive advantage.

**Cover Topics:**

<b>Chapter</b>	<b>Date</b>
Ch-01: Operations and Productivity	May 31
Ch-02: Operation Strategy	June 7
Ch-03/08/09: Project Management/ Location & Layout Strategy	June 14
Ch-06: Managing Quality (Six Sigma)	June 21
Ch-07: Process Strategy (Lean)	June 28
Guest Speaker	July 5
<b>Mid Term Exam</b>	July 12
Ch-10: Human Resource and Job Design	July 26
Ch-11: Supply Chain Management	August 2
Ch-14: Enterprise Resource Planning (ERP/ SAP)	August 9
Ch-15: Effective Short-Term Scheduling	August 16
Guest Speaker/ Group Presentation	August 23
Group Presentation	August 30
<b>Final Exam</b>	September 6

**Score Allocations:**

Personal Assignment/ Answer & Question in Class	10%
Group Assignment	20%
Mid Term Exam	30%
Final Exam	40%
Total	<span style="border: 1px solid black;">100%</span>

**Textbooks:**

1. Operations Management, B. Render and J. Heizen, 9<sup>th</sup> Edition, Prentice Hall, 2009.

**Reference Books:**

1. Operations Management for Competitive Advantage, Chase, Richard B., Aquilano, Nocholas J., McGraw-Hill, 2004.
2. Operations Management: Integrating Manufacturing and Services, Davis, Mark M., Heineke, Janelle, jt., McGraw-Hill, 2005.

**Class Participation:**

Each class will have reading assignment for the next class discussion and brain storming. Thus, it is important to learn other person ideas and concepts to apply to business cases. One size does not fit all or the other side of the mirror is the main idea of class discussion.

**Personal Assignment:**

All knowledge contribution will be on individual assignment that students shall apply all operations knowledge areas to understand the root cause of operations problems, what the best in alternative corrective actions is, and how to form preventive actions. Moreover, improvement in operations processes is the highest achievement in this course. Personal assignment must submit **within the last week before final examination** by e-mail to [mwiboonrat@gmail.com](mailto:mwiboonrat@gmail.com). There is no compromise with late submission.

**Term Assignment (Group: 7-9 persons):**

**Strategic Operations Management  
For Multi Media Broadcasting (MMD)**

**Group Assignment:** Choose one MMD company such as: TV 3, 5, 7, 9, 11, NBT, TPBS, TNN, UBC, etc.; as your group have connection, studies and plans of strategic operation management for your group's MMD. Please follow the steps below as a guideline for strategic approach.

**Incepting Stage 0> ...**

Aligning OM With Business Goals ...  
Scope, Competencies, Governance ...  
The Importance of Governance ...  
The Agility Paradox ...  
How This Methodology Works: ...

**Stage 1> Plan the Plan ...**

Step 1: Set Strategic Planning Goals ...  
Step 2: Establish a Planning Group ...  
Step 3: Hold a Kick-off Meeting ...  
Step 4: Create a Preliminary Report ...  
Stage Summary ...  
Background > Making the Case for Strategic OM Planning ...

The Most Important Constituent: Senior Management ...  
The Importance of Communication ...  
More Notes on Agility ...  
Co-opting the Power User ...

### **Stage 2> Document Your Business Strategy ...**

Step 1: Describe the Company and Its Background ...  
Step 2: Conduct an Industry Analysis ...  
Step 3: Document Vision, Mission, and Core Values ...  
Step 4: Define Core Business and Its Boundaries ...  
Step 5: Create a Financial Picture ...  
Step 6: List Strategic Objectives ...  
Stage Summary ...  
Background > Analyzing Business Strategy ...  
A Company's Value Chain ...  
The Supply Chain ...  
Industry Lifecycles ...  
Porter's Five Forces Model ...  
Environmental Analysis (PEST) ...  
Identify Your Organization's Core Competencies ...  
Key Success Factors ...

### **Stage 3> Assess the Current OM Situation ...**

Step 1: Document Your Organizational Infrastructure ...  
Step 2: Document Your Hardware and Software Infrastructure ...  
Step 3: Audit Current OM Projects ...  
Step 4: Understand the OM Environment ...  
Stage Summary ...  
Background > Mapping OM Assets ...  
Thoughts on Staffing Needs ...  
Skills Development ...  
Business Benefits of Asset Management ...  
Rolling Out an Asset Management Initiative ...  
Conducting a Hardware Asset Inventory ...  
Conducting a Software Asset Inventory ...  
Change Management ...  
Asset Management Best Practices ...  
Understanding the OM Environment ...

### **Stage 4> Propose a New OM Situation ...**

Step 1: Analyze OM Strengths and Weaknesses ...  
Step 2: Brainstorm Technology Opportunities ...  
Step 3: Document Your Results ...  
Stage Summary ...  
Background > The Art of Brainstorming ...  
Brainstorm of One (Brain writing) ...

### **Stage 5> Perform a Gap Analysis ...**

Step 1: Analyze Alignment Gaps ...  
Step 2: Analyze Infrastructure Gaps ...

Step 3: Summarize and Resolve Gaps ...  
Stage Summary ...

### **Stage 6> Propose a Strategic Vision and Governance Model ...**

Step 1: Hold a Vision Meeting With Stakeholders ...  
Step 2: Establish a Strategic OM Vision ...  
Step 3: Propose a Governance Structure ...  
Stage Summary ...  
Background > One Vision for All ...  
Reigning In Rogue OM ...  
Building Your Steering Committee ...

### **Stage 7> Build a Strategic Decision Making Framework ...**

Step 1: Set Strategic Goals and Measures ...  
Step 2: Perform a Budget Analysis ...  
Step 3: Identify Your Options ...  
Step 4: Prioritize Your Projects ...  
Stage Summary ...  
Background > Types of Goals OM Should Set ...  
Financial ...  
Organizational Goals ...  
Technology Operations ...  
Customer Service Goals ...  
OM Governance Goals ...  
Getting Buy-In for Your Goals ...  
Using Your Budget as a Management Tool ...  
Dealing with Budget Cuts ...

### **Stage 8> Publish, Promote, Maintain Your Strategy ...**

Step 1: Build Your Strategic Plan Materials ...  
Step 2: Present Your Plan to Senior Management ...  
Step 3: Communicate and Manage Change ...  
Stage Summary ...  
Background> A Guide to Killer Boardroom Presentations ...  
Guide to Developing a Communications Plan ...  
Design the Roll-Out Plan ...  
The Rollercoaster of Change ...  
Adjusting Your Current Organizational Structure ...  
Tips For On-going OM Strategic Governance ...

### **Closing Stage> Making Conclusions and Recommendations ...**

Submitted final group paper within: **August 30, 2009.**

Presentation of each group: **30 minutes.**