

## 104 學年度 商 學院 英語授課課程大綱

課程名稱 Course Title <input type="checkbox"/> 模組 <input checked="" type="checkbox"/> 個別	(中文) 策略性生產與作業管理 (英文) Strategic Production and Operations Management
課程目標 Course Objectives	This course has been designed to achieve the following objectives: <ul style="list-style-type: none"> <li>• To acquaint students with operations terminology and concepts.</li> <li>• To teach students how to analyze and understand situations from an operations perspective.</li> <li>• To familiarize students with various real cases in day-to-day production and operations management.</li> <li>• To assist students in understanding how the different functional areas interact and how that interaction ultimately affects the performance of the business.</li> </ul>
課程大綱 Course Description	This course covers the strategic aspects of converting inputs into products and services. Topics include operations strategy, process selection and design, supply chain management, production planning and scheduling, and quality management. Students are expected to learn the best (or worst) practices of production and operations management through case study, discussion, and problem solving.
上課進度 Weekly Course Schedule	Week 1: Course overview Week 2: Using Operations to Compete (Video case) / Introduction to the course and term project assignment (grouping) Week 3: Topic: Service operation, production optimization, operation efficiency / Harvard Case: <i>Benihana of Tokyo</i> Week 4: Holiday (class suspension) Week 5: Topic: Supply chain management, vertical integration, information technology; logistics / Harvard Case: <i>Ford Motor Co.: Supply Chain Strategy</i> Week 6: Topic: Quality management, International standard, TQM / Ivey Case: <i>COM DEV Xi'an - ISO 9000 Registration</i> Week 7: Topic: Manufacturing strategy, decision making, site selection / Ivey Case: <i>Acer Group's China Manufacturing Decision</i> Week 8: Case Contest I (Case will be distributed in class) Week 9: Topic: Performance management, production management, production planning, quantitative analysis / Ivey Case: <i>Synnex International: Transforming Distribution of High-tech Product</i> Week 10: Topic: Decision making, group dynamics, product introduction, strategy formulation / Harvard Case: <i>BCPC Internet Strategy Team: An Exercise</i> Week 11: Term Project Progress Report Presentation Week 12: Topic: Change management, globalization, strategic positioning / Ivey Case: <i>Giant Inc.: Formation of the A-Team</i> Week 13: Annual Conference of the Chinese Society for Management of Technology Week 14: Case Contest II (Case will be distributed in class) Week 15: Term Project Presentation Week 16: Holiday (class suspension) Week 17: POM ethics / Course review and wrap-up Week 18: Final Exam
教學方式 Instructional Method	Case study, group discussion supported with lectures

<p>課程要求 Course Requirements</p>	<ul style="list-style-type: none"> <li>Students are expected to form into groups for pre-class case discussion, homework assignment, case contest, and to work on a term project. Each team member should contribute equally to the group. Your final grade in this area will also be based on peer evaluations from your team members.</li> <li>This course will run mainly in case discussion format. You are required to be prepared and participate in class discussion. <b>Do not come to class unprepared.</b></li> <li>A term project will be assigned at the beginning of semester, which contains three portions: proposal presentation, final presentation, and final report.</li> <li>Cases in various perspective is assigned as in-class lecturing material. As well, textbooks are assigned for references. Referring the cases to the textbook is highly recommended. Pre-reading prior to the class will be much helpful for participation. Students are welcome to discuss with lecturer for all the materials related to the subject.</li> </ul>
<p>評量方式 Evaluation</p>	<ul style="list-style-type: none"> <li>In-class participation 30% (individual-based: see Course Policies:2)</li> <li>Homework assignment 20% (group-based with consideration of individual participation)</li> <li>Case contest 20% (individual-based)</li> <li>Term project 30% (group-based with consideration of individual participation)</li> </ul>
<p>教材及參考書目 Textbooks &amp; Suggested Materials</p>	<ul style="list-style-type: none"> <li>Cases: <ul style="list-style-type: none"> <li>Harvard Business Publishing (<a href="http://hbsp.harvard.edu/">http://hbsp.harvard.edu/</a>) <ul style="list-style-type: none"> <li><i>Ford Motor Co.: Supply Chain Strategy</i> by Robert D. Austin (699198-PDF-ENG)</li> <li><i>Benihana of Tokyo</i> by W. Earl Sasser Jr., John R. Klug (673057-PDF-ENG)</li> <li><i>BCPC Internet Strategy Team: An Exercise</i> by Amy C. Edmondson, Laura R. Feldman (604035-PDF-ENG)</li> </ul> </li> <li>Ivey Publishing (<a href="http://cases.ivey.uwo.ca/">http://cases.ivey.uwo.ca/</a>) <ul style="list-style-type: none"> <li><i>COM DEV Xi'an - ISO 9000 Registration</i> by John S. Haywood-Farmer, Tom Gleave (9A98D009)</li> <li><i>Acer Group's China Manufacturing Decision</i> by Terence Tsai, Borshuan Cheng, Donna Everatt (9A99M009)</li> <li><i>Giant Inc.: Formation of the A-Team</i> by Chwo-Ming (Joseph) Yu, Paul W. Beamish (9B09M044)</li> <li><i>Synnex International: Transforming Distribution of High-tech Products</i> by Shih-Fen Chen, Lien-Ti Bei (9B08A019)</li> </ul> </li> </ul> </li> <li>Harvard Business Review (Reference) <ul style="list-style-type: none"> <li><i>The triple-A supply chain</i> by H.L. Lee, October, 2004.</li> <li><i>The power of virtual integration: An interview with Dell computer's Michael Dell</i>, March-April, 1998.</li> <li><i>Does America really need manufacturing?</i> March, 2012.</li> <li><i>Putting the balanced scorecard to work</i>, September-October, 1993.</li> <li><i>IT doesn't matter</i> by N.G. Carr, May 2003.</li> <li><i>The biosphere rules</i> by G.C. Unruh, February 2008.</li> <li><i>The four things a service business must get right</i> by F.X. Frei, April 2008.</li> <li><i>The multiunit enterprise</i> by D.A. Garvin and L.C. Levesque, June 2008.</li> <li><i>When should a process be art</i> by J.M. Hall and M.R. Johnson, March 2009.</li> </ul> </li> <li>Journal Papers <ul style="list-style-type: none"> <li>Kleindorfer, P. R., Singhal, K. and Van Wassenhove, L. N. (2005), Sustainable Operations Management. <i>Production and Operations Management</i>, 14: 482–492. doi: 10.1111/j.1937-5956.2005.tb00235.x</li> <li>Kouvelis, P., Chambers, C. and Wang, H. (2006), Supply Chain Management Research and Production and Operations Management: Review, Trends, and Opportunities. <i>Production and Operations Management</i>, 15: 449–469. doi: 10.1111/j.1937-5956.2006.tb00257.x</li> </ul> </li> <li>Reference Textbooks: <ul style="list-style-type: none"> <li><i>Operations and Supply Chain Management</i>, 13th ed. Chase and Jacobs. (Irwin/McGraw Hill, 2011) ISBN: 9780071220903</li> <li><i>Operations Management: Processes and supply chains</i>, 9th ed. Krajewski, Ritzman and Malhotra. (Pearson, 2009) ISBN: 0132371200</li> </ul> </li> <li>Other references will be delivered or announced in the class.</li> <li><b>Important Notice:</b> All the materials must be <u>legal copies</u>. <b>Please respect copyright.</b></li> </ul>

課程相關 連結網址 Course Website	NCCU Moodle
備註 Remarks	

申請教師簽章： 鄭至南

開課單位主管簽章： 鄭英嘉