

9-2003

## BADM 341.02: Systems and Operations

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**University of Montana School of Business Administration**  
**BADM 341 – Systems and Operations**

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**Readings:**  
Required:  
Custom Edition:  
Information Systems Today; Jessep &  
Valacich  
Operations Management; Krajewski &  
Ritzman

Recommended:  
*The Wall Street Journal, Business 2.0*

## **COURSE OVERVIEW**

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This survey course is designed to bridge the gap between the design and utilization of information systems and the enterprises operations function. Throughout the semester the students will be introduced to current technologies that are used in system design, system implementations and operations. Student will be exposed to both theoretical and practical means of operations using these current technologies. Students will also be introduced to the concepts necessary to understand the use of information technology in organizations. This course also explores modern views of operations management by studying operational issues as they relate to the service and manufacturing sector. This will be accomplished through the application of quantitative models to a diverse mix of business cases.

## **COURSE OBJECTIVES**

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**By the conclusion of the course students should understand:**

- **The complementary roles of systems and operations management in organizational life**
- **Information Systems and Competitive Advantage**
- **Enterprise Wide Information Systems**
- **The importance of aligning technology with organizational strategy**
- **The elements of process management**
- **The role of technology in the firm and the challenges associated with managing technology**
- **Project Management Body of Knowledge**
- **The principles that underpin Total Quality Management**
- **Statistical Process Control**
- **Supply Chain Management**
- **Business Forecasting**
- **Inventory Management**
- **The elements of effective Resource Planning and allocation**

## **READINGS, CASES, AND EXERCISES**

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*Readings:* Readings INCLUDING ALL CASES ASSIGNED BELOW should be completed prior to coming to class. From time to time I will call on students to reflect on the assigned readings. Be prepared. I will also be giving periodic pop quizzes to ensure that the readings are completed prior to class.

Case 1: The Downfall of Cisco, IS Today Ch. 4 pg. 128

Case 2: The Ethics of IS Consulting, IS Today Ch 9 pg. 306

Case 3: Custom Molds Inc., Operations Ch 3 pg. 135

Case 4: The Pert Studebaker, Operations pg. 186

Case 5: Wolf Motors, Operations pg. 534

Case 6: Parts Emporium, Operations Ch 13 pg. 633

## **COURSE PREREQUISITES**

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Students must be business students that have completed the core requirement including BADM 270. As this is an upper-level course, I expect that you have significant proficiency (i.e., accounting, statistics, public speaking etc.). With this in mind, if you feel weak in any specific area(s) you should be prepared to allocate extra time to rejuvenate your skills. During the semester we will be engaging in high-level discussions that will require you to have such expertise. If at any time you feel like class discussions are not clear, please be sure to meet with me after class and I will be sure to clarify and/or point you in the direction of additional sources of information.

## **STUDENT EVALUATION**

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### **COMPONENTS**

### **PERCENTAGE OF FINAL GRADE**

*Individual:*

Class contribution/attendance	10%
3 Exams	40%
8 Quizzes (Drop one)	30%
Written case analysis (2 of 6)	20%
TOTAL	100%

## **DESCRIPTION OF EVALUATION COMPONENTS**

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### **Class contribution**

As mentioned above, class contribution will play an integral role in how much learning takes place during the semester. Your contribution will be evaluated in terms of the value you add to class discussions. Both quality and quantity will be evaluated. This requires not only completing assigned readings but also coming to class with prepared questions and arguments regarding what the assigned reading has tried to convey. The most valuable contribution that students can make comes through integrating assigned readings with what you have learned from other courses with what you have experienced in the

outside world. Comments or behaviors that detract from the learning environment will have a significant and negative impact on your grade.

### **Written case analyses**

Writing the analysis of a case study may be something you are unfamiliar with. However, developing the skills required for writing such a report is important. **Analyze, don't report!** The analysis should not simply restate the facts in the case, but instead should take our understanding of what is happening in the case to a higher level. Demonstration of a high level of understanding requires application of the various concepts and models to that bring greater clarity to the situation in the case. Do not simply answer these questions. In addition, one of our first class sessions will be devoted to case studies and how to conduct a thorough analysis.

### **Please complete 2 of the 6 Case Studies:**

One of these three:

Case 1: The Downfall of Cisco, IS Today pg. 128

Case 2: The Ethics of IS Consulting, IS Today pg. 306

Case 3: Custom Molds Inc., Operations pg. 135

AND

One of these three:

Case 4: The Pert Studebaker, Operations pg. 186

Case 5: Wolf Motors, Operations pg. 534

Case 6: Parts Emporium, Operations pg. 633

### **Case analysis format**

Situation analysis, strategic alternatives (usually three), recommended strategy, and implementation plan

- a. This whole section should be no longer than 3 typed pages following these formatting guidelines:
  - i. Double-spaced, 12 point times new roman font, 1.25 inch right and left margins and 1 inch top and bottom margins
- b. Situation analysis
- c. Strategic alternatives
  - i. Answer the questions at the end of the case. DO NOT create a question then answer paper. Address the questions within the body of the case study AND analyze.
- d. Exhibits (pages 1-3)
  - i. You are allowed up to 3 pages of exhibits, I strongly recommend that you take advantage of these exhibits. You may have more than one exhibit per page.
  - ii. Do not include irrelevant exhibits. All exhibits should be referred to in the text and add value to your report.
  - iii. Do not include exhibits that represent just text without any analysis. For example, including an exhibit with the company's mission statement will not help. You must analyze.

- iv. Do not photocopy exhibits from the text, reproduce them in PowerPoint and add your own analysis. Simply photocopying a model from the text or an exhibit from the case does not add value. If you want to refer to an exhibit from the case, simply do so as “see Exhibit #2 in the case”.
- v. Exhibits should be numbered in the order in which they are referenced in the text portion of your report. Failure to do so indicates a lack of effort from my perspective.

**I will be critical of papers that do not follow these guidelines.** This is done with the purpose of helping you learn to write in a concise, yet thorough manner. The written section will be evaluated as a professional report. This means that the report is representative of one that you would expect to read or produce if you were currently working in the industry. This means the paper should not have grammar, typing, or spelling errors. It should be professionally presented. **Please note: Professional presentation does not mean that because you spend more money than your classmates on plastic binders and a slick color cover page you will receive a higher grade. I can see through the fluff, believe me.**

#### ***Important notes***

There is no right or wrong answer to a case study. I will not provide “the answer”, so please don’t ask. Also, what the company has done since the case study was written does not matter. There is no need to do research on the company outside of what is provided in the case. Economic figures (e.g., inflation, interest rates, etc.) and competitor information available during the time of the case are acceptable for incorporating in your analysis.

**DUE TO THE NATURE OF CASE STUDIES, LATE PAPERS WILL NOT BE ACCEPTED.**

#### **EXPECTATIONS FOR WRITTEN ASSIGNMENTS**

Your success in the business world will depend, to a large extent, on your ability to communicate. Courses during your first few years at the Business School provided the opportunity to hone your written and oral communication skills. This course will provide you with the opportunity to develop further both of these skills.

**Plagiarism:** Don’t do it. I have no mercy. Plagiarism includes taking exhibits from books without giving credit and taking any exhibit from another group.

## Fall Schedule (Tentative)

Wk	Date	Topic	Assigned Reading	Meeting Place
1	3-Sep	Course Overview Getting to know you info cards, Blackboard signup		GBB L14
1	5-Sep	Blackboard Overview, Intro to Case Study Intro Info Systems	IS Today: Ch 1	GBB L26
2	10-Sep	IS: Information Systems		GBB L14
2	12-Sep	IS: The competitive Advantage	IS Today: Ch 2	GBB L26
3	15-Sep	IS: The competitive Advantage	IS Today: Ch 3	GBB L26
3	17-Sep	IS: Telecommunications and the Internet	IS Today: Ch 4	GBB L26
3	19-Sep	IS: Telecommunications and the Internet <b>CASE 1 DUE IN BEFORE CLASS</b>		GBB L26
4	21-Sep	IS: Telecommunications and the Internet GUEST SPEAKER (ONLINE): Joe McCaffery – Accenture		GBB L26
4	23-Sep	IS: Enterprise-Wide Information Systems	IS Today: Ch 7	<i>GBB L14</i>
4	25-Sep	IS: Enterprise-Wide Information Systems		<i>GBB L14</i>
5	29-Sep	IS: Enterprise-Wide Information Systems		<i>GBB L14</i>
5	1-Oct	IS: Information systems Ethics, Computer Crime, and Security	IS Today: Ch 9	<i>GBB L14</i>
5	3-Oct	IS: Information systems Ethics, Computer Crime, and Security		<i>GBB L14</i>
6	6-Oct	IS: Information systems Ethics, Computer Crime, and Security <b>CASE 2 IS DUE IN BEFORE CLASS</b>		<i>GBB L14</i>
6	8-Oct	IS: Information systems Ethics, Computer Crime, and Security GUEST SPEAKER University of Montana Networking		<i>GBB L14</i>
6	10-Oct	Exam #1		<i>GBB L26</i>
7	13-Oct	OP: Operations as a Competitive Weapon	OP: Ch 1	<i>GBB L14</i>
7	15-Oct	OP: Operations as a Competitive Weapon		<i>GBB L14</i>
7	17-Oct	OP: Process Management	OP: Ch 2	<i>GBB L14</i>
8	20-Oct	OP: Process Management <b>CASE 3 IS DUE IN BEFORE CLASS</b>		<i>GBB L14</i>
8	22-Oct	OP: Managing Project Process	OP: Ch 4	<i>GBB L14</i>
8	24-Oct	OP: Managing Project Process		<i>GBB L14</i>
9	27-Oct	OP: Managing Project Process		<i>GBB L14</i>
9	29-Oct	OP: Managing Project Process <b>CASE 4 IS DUE IN BEFORE CLASS</b>		<i>GBB L14</i>
9	31-Oct	OP: Total Quality Management	OP: Ch 6	<i>GBB L14</i>
10	3-Nov	OP: Total Quality Management		<i>GBB L26</i>
10	5-Nov	OP: Total Quality Management GUEST SPEAKER (Online): Sean Kollenkark – Microsoft		<i>GBB L26</i>
10	7-Nov	EXAM #2		<i>GBB L14</i>
11	10-Nov	Veterans Day (Off)		<i>GBB L14</i>
11	12-Nov	OP: Statistical Process Control	OP: Ch 7	<i>GBB L14</i>
11	14-Nov	OP: Statistical Process Control		<i>GBB L14</i>
12	17-Nov	OP: Statistical Process Control		<i>GBB L14</i>
12	19-Nov	OP: Statistical Process Control	OP: Ch 11	<i>GBB L14</i>
12	21-Nov	OP: Supply Chain Management <b>CASE 5 IS DUE IN BEFORE CLASS</b>		

13	24-Nov	OP: Supply Chain Management Guest Speaker Stone Container	OP: Ch 13	<i>GBB L14</i>
13	26-Nov	Thanksgiving (Off)		
13	28-Nov	Thanksgiving (Off)		
14	1-Dec	OP: Inventory Management		<i>GBB L14</i>
14	3-Dec	OP: Inventory Management		<i>GBB L14</i>
14	5-Dec	OP: Inventory Management <b>CASE 6 IS DUE IN BEFORE CLASS</b>		<i>GBB L14</i>
15	8-Dec	OP: Inventory Management Guest Speaker Lars Erickson - Big Sky Brewery		<i>GBB L14</i>
15	10-Dec	"The Beer Game"		<i>GBB L26</i>
15	12-Dec	"The Beer Game"		<i>GBB L26</i>
16	15-Dec	FINALS WEEK (NOT cumulative)		

**Finals Schedule (Please attend your section ONLY due to limited space in L26):**

Section 1:

8:00 – 10:00 Wednesday, December 17

GBB L26

Section 2:

8:00 – 10:00 Thursday, December 18

GBB L26

Section 3:

8:00 – 10:00 Friday, December 19

GBB L26