

## COURSE SYLLABUS

### MGT 344: OPERATIONS MANAGEMENT

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#### TEXT

(1) Heizer, J. and Render, B.W., Operations Management 9th ed., Prentice Hall, 2008, ISBN: 0-13-234271-5.

(2) Supplemental online materials.

#### OFFICE

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#### COURSE DESCRIPTION

Operations Management is concerned with the design of productive systems (operating systems) and with the development of management planning and control processes for managing them. A productive system comprises of those elements of an organization that do productive work. They consist of the transformation processes that create goods and service that an organization supplies to its customers.

The basic strategy to be followed in this course is simply that of studying the important problems confronting operations managers, and decision-making processes by which those problems are resolved. In doing so, we will also be attempting to build an integrated view of the problems and of the approaches taken to them. There will also be a great deal of emphasis on the understanding and design of management planning and control systems associated with operating problems.

The field of Operations Management evolved from Production, or Manufacturing Management. The basic concepts and methodologies to be presented were developed primarily for manufacturing operations. Operations Management, however, does not focus entirely on manufacturing problems and methodologies. Many typical problems found in the service industries (i.e., banks, hospitals, hotels, accounting firms, and department stores) are similar to those found in the manufacturing industries (i.e., automobile, machine and tool, and home appliance manufacturers).

Therefore, in this course we will attempt to generalize some of the concepts and methodologies which were originally developed for the manufacturing industries to the service industries.

### COURSE OBJECTIVES

The objectives of the course are:

1. To develop an understanding of the problems in the production and delivery of goods and service in manufacturing and service organizations.
2. To develop an understanding of the basic concepts and methodologies for designing operating systems and management planning and control as well as decision-making processes for managing them.
3. To develop an ability to apply Operations Management concepts and methodologies in a variety of settings.

### CLASS SCHEDULE

<b>Week No.</b>	<b>Week Ends</b>	<b>Topic</b>	<b>Key Due Dates</b>	<b>Chapter</b>
1	Sun 1/18	Operations and Productivity	Quiz by Sunday	1
2	Sun 1/25	Operations Strategy in Global Environment	Quiz by Sunday	2
3	Sun 2/1	Managing Quality	Quiz by Sunday	6
4	Sun 2/8	Forecasting	Team Member List by Friday Quiz by Sunday	4
<b>5</b>	<b>Friday 2/13/09</b>	<b>Exam 1</b>	<b>Exam by: Friday 2/13/09</b>	<b>1,2,4,6</b>
6	Sun 2/22	Design of Goods and Services	Quiz by Sunday	5
7	Sun 3/1/09	Design of Goods and Services	Quiz by Sunday	5
8	Sun 3/8	Process Strategy	Quiz by Sunday	7
9	Sun 3/15	Layout Strategy	Quiz by Sunday	9
10	Sun 3/22	Supply Chain Management	Part I Team Project by Friday Quiz by Sunday	11
<b>11</b>	<b>Friday 4/3/09</b>	<b>Exam II</b>	<b>Exam by: Friday 4/3/09</b>	<b>5,7,9,11</b>
12	Sun 4/12	Inventory Management	Quiz by Sunday	12
13	Sun 4/19	Material Requirements Planning	Quiz by Sunday	14
14	Sun 4/26	Material Requirements Planning	Quiz by Sunday	14
15	Sun 5/3	Just in Time and Lean Operations	Quiz by Sunday	16
<b>16</b>	<b>Friday 5/8/09</b>	<b>Exam III</b>	<b>Exam by: Friday 5/8/09</b>	<b>12,14,16</b>

## COMMUNICATION WITH YOUR INSTRUCTOR

### **By Email:**

Email is the **best way** to communicate with your instructor. When sending email to your instructor, **please sign your message with your first and last name**. Please use your **nmsu.edu email** whenever possible and put **MGT351** in the subject line. Emails with no subject line or an unidentifiable name will be deleted as a protection against computer viruses. Thank you for your consideration.

### **By Phone:**

When leaving a phone message **please say your name very distinctly and repeat your phone number slowly, twice. Please include the area code.** If your message includes the nature of your request, it may be possible to answer your question by leaving a message for you, even if you are not available when your call is returned. Failure to say your name and number distinctly may mean your phone call cannot be returned.

- **Hint:** Homework will be collected at the beginning of class. I will not accept any homework assignments after I have collected the assignments from the class. If for some reason you cannot attend class to turn in your homework, any e-mailed homework must be received BEFORE 9:30 am on the due date.

## ACADEMIC DISHONESTY AND ETHICAL STANDARDS FOR STUDENTS

The following section is from the Arizona State University Student Code of Conduct (Source: *New Mexico State University Code of Conduct*):

**Academic Misconduct** - Any student found guilty of academic misconduct shall be subject to disciplinary action. Academic misconduct includes, but is not limited to, the following actions:

1. Cheating or knowingly assisting another student in committing an act of cheating or other forms of academic dishonesty.
2. Plagiarism is using another person's work without acknowledgment, making it appear to be one's own. Any ideas, words, pictures, or other source must be acknowledged in a citation that gives credit to the source. This is true no matter where the material comes from, including the internet, other student's work, unpublished materials, or oral sources. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct. It is the responsibility of the student submitting the work in question to know, understand, and comply with this policy. If no citation is given, then borrowing any of the following would be an example of plagiarism:

- § An idea or opinion, even when put into one's own words (paraphrase)
- § A few well-said words, if these are a unique insight
- § Many words, even if one changes most of them
- § Materials assembled by others, for instance quotes or a bibliography
- § An argument
- § A pattern or idea
- § Graphs, pictures, or other illustrations

§ Facts

§ All or part of an existing paper or other resource

**This list is not meant to include all possible examples of plagiarism. See the University Library's web page on plagiarism for further examples.**

3. Unauthorized possession of examinations, reserve library materials, laboratory materials, or other course-related materials.
4. Unauthorized changing of grades on an examination, in an instructor's grade book, or on a grade report; or unauthorized access to academic computer records.
5. Nondisclosure or misrepresentation in filling out applications or other University records in, or for, academic departments or colleges.

Students who engage in disruptive activities in an academic setting (e.g., classrooms, academic offices or academic buildings) are subject to disciplinary action in accordance with **Section IV-Non Academic Misconduct-All Students**. Such students are also subject to administrative actions in accordance with the NMSU Graduate and Undergraduate Catalogs.

If you are unclear about what constitutes academic dishonesty, please see an additional explanation of plagiarism on the website of the Writing Tutorial Services page at NMSU <http://lib.nmsu.edu/plagiarism/> (August 6, 2008) and the web site of the Online Writing Lab at Purdue University [http://owl.english.purdue.edu/handouts/research/r\\_plagiar.html](http://owl.english.purdue.edu/handouts/research/r_plagiar.html) (August 6, 2008). For links to these two web sites go to WebCT Course Information where we have two links to documents that describe plagiarism. I strongly recommend that you read these documents.

If you are in the least bit doubtful about whether you should cite a source or not, cite the source. What can get you in trouble is an action that you don't think constitutes cheating, but it does.

**Here is an example of a very common form of academic dishonesty: Using a quotation or paraphrase from a web site without citing the name of the web site (the EXACT URL), and the date of the access.**

**There will be occasions in your individual and team project reports when you will probably want to quote from or paraphrase information on web sites. There is nothing wrong with this action if you give the proper credit (the exact URL, and the date that you "lifted" the quote.)**

**In other words, extensive reporting of sources will keep you out of trouble. You must collect these as you go, because finding them after the fact is sometimes very difficult.**

**Be aware that stringing together a group of quotations lifted from web sites, even when properly documented, does not follow the requirement of any project in this class. You are to critically evaluate what you are reading, make sure you understand it, and then tell about it in YOUR OWN WORDS. The most effective projects will involve a real organization following a supply chain**

**practice, so that information comes from the organization, from people, and from other sources including magazines, newspapers, and web sites.**

## GRADING AND EVALUATION

### *Grades*

One of the expectations that the University has is that your performance in the course will be evaluated and a grade will be assigned. Customers for the output of this course – the organizations that will hire you, the professors who will instruct you in other courses that follow this one, and you, yourself, as a tuition-paying student, expect that assessment will be reliable and fair, and will reflect your understanding of the concepts in the course. There is wide spread recognition, based on much pedagogical evidence, that people learn in many ways. Therefore, we give you a variety of methods with which to demonstrate your mastery of the concepts and ideas in the course. With those considerations in mind, you will be graded based on performance in the exams, assignments, and activities listed below:

#### **Minimum requirements to receive an A in the course:**

- In order to receive a grade of A on any one item, it must be turned in on time. All items turned in after the time announced as the due date and time will not receive an A on the item. (An A- is possible.)
- In order to receive an A in the course, a student must earn 94% of all points. In addition, to earn an A in the course, a student will have ***completed all assignments and exams and earned at least 83% (a grade of B)*** of the points for each graded item.

#### **Minimum Requirement to receive a B in the course:**

- To receive a B in the course, a student must have an 83% or better average over all items, and have received at LEAST 60% on the final exam. At student receiving lower than 60% on the final will not receive a B or higher grade in the course, regardless of his or her grades on other items.

## EXAMINATIONS AND GRADING SYSTEM

The course grade will be determined by your performance on three examinations, weekly quizzes, and one team project.

The grading system used in this course is as follows:

	<b>Points</b>	<b>Due Date/Time</b>
Quizzes (13)	20x13=260	Sunday of Each week (11:59pm)
Exam I	400	Friday of Week 5 – 2/13/09; 11:59pm
Exam II	400	Friday of Week 11 – 4/3/09; 11:59pm
Exam III	400	Friday of Exam Week (16) 5/8/09; 11:59pm
Team Member List	40	Friday of Week 4
Team Project Progress Report	100	Friday of Week 10
Team Project	500	Friday of Exam Week (16) 5/8/09; 11:59pm
Total	1,100	

To receive any of these grades, you need a minimum of: Grade A: 90.00% +; Grade B: 80.00% +; Grade C: 70.00% +; Grade D: 60.00% +; Grade F: below 60.00%

Note: Please activate your NMSU email account (address) at

<https://accounts.nmsu.edu/>

### **Team Project**

You will do a project with a team of 3 to 4 people. This team membership may be different than the team with whom you work on in-class assignments, or it may be the same. This team project will involve a study of some portion of the operations management process in an actual organization, or a research paper on a topic of interest to operations managers. The project is described on a separate assignment sheet, which includes guidelines for length and specific requirements. Format guidelines are given in the document posted under course information on MyNMSU. Failure to use these guidelines will result in a lower grade. The report is to be about 15 to 20 double-spaced, typewritten pages (plus exhibits).

### **Expectations for your behavior with regard to team assignments:**

For team assignments all work turned in is expected to be the original work of the team. **Any and all material sources will be cited appropriately or loss of credit will result.** Please see the document on the WebCT MGT344 web site under Course information titled *Report Guidelines*. Also see the excerpt from the NMSU Student Code of Conduct below. All team members are expected to do her or his share of the work. A team is responsible for structuring team work assignments so that every person has some role in each phase of the project. Consider that a project generally has the Idea generation phase, a research collection phase, an organization of the research and draft writing phase, and a finalization phase. Each team is expected to be able to tell me what he or she has contributed in each phase, and be able to produce some evidence to support that contribution (notes, or a draft document.). Furthermore, there should be some general agreement among team members that about what each person's contribution is.

**If a team is having difficulty working together**, please tell your professor as soon as you have discovered there is a problem. Signs of difficulty include (but are not limited to) the following:

- one team member not attending meetings
- one team member having to do all the work
- one team member never being available or in class
- never being able to reach one or more team members
- a team member does not complete something for which he or she has accepted responsibility
- one team member never accepts responsibility for any part of the assignment.

If you experience any of these symptoms, **please discuss it as soon as possible** with your professor who will try to help you and your team with an equitable

solution. Disagreements and dysfunctional teams that come to your professor's attention at the end of the semester will result in a lower grade for the entire team.

**You are expected to submit individual exams and team assignments on time.** There is a penalty for late submission of assignments. The penalty starts at 10% for 10 minutes late up to 24 hours and adds an additional 10% penalty each day after that for two days. (Days end at 12 AM). After three days, the penalty goes to 50%. The moral of the story is: get your work in on time!

Excused absences excuse you, "the body," not any work that is due. Failure to turn in assignments on time will result in a zero on the assignment. Similarly, an excused absence does not excuse you from obtaining handouts and assignments that you may have missed. **IT IS YOUR RESPONSIBILITY TO FIND OUT WHAT YOU MAY HAVE MISSED AND TO MAKE ARRANGEMENTS WITH THE INSTRUCTOR TO OBTAIN ANY HANDOUTS, ETC.**

**Here are relevant milestone dates for the project (due dates are listed on the schedules for each section):**

1. Turn in names of team members, a team name and probable topic. Groups should be between 3 and four people. Due on Friday of Week 4
2. Part one – Turn in a minimum of three pages describing the topic and listing the individual responsibilities of team members, include an outline for proceeding, a questionnaire if you are interviewing someone, or five questions you hope to answer, and five correctly cited references. Please note that each team member should have some responsibility at each stage of the project. Due on Friday of Week 10.
3. Part two – Final written report. Due Friday of Week 16

## **MISCELLANEOUS ITEMS**

### *Accessing Course Materials On the INTERNET*

Your course materials are accessible through WebCT at <http://my.nmsu.edu/>

### *Use of the English Language*

All written materials submitted for a grade are expected to use correct grammar, spelling, punctuation and standard American English. Please be especially careful in your use of "there," "their," "your," "you're," "its," "it's," "by," "buy," "bye," "to," "too," "two," possessives in general, contractions, and apostrophes. **When in doubt, look it up in a usage manual. Some Grammar checkers give you misleading advice, especially with respect to apostrophe usage. Up to 10% of your grade on any one item may be reduced for misuse of the English Language. Please refer to the Guide for all Written Documents for format instructions, and information about citing references.**

### *Strategy for Doing Well in This Course*

Start to pay more attention to the systems around you that are responsible for getting goods and services in the right place at the right time, and observe what

happens when they don't work or the humans in charge have failed to execute. Notice the different methods available to individuals and organizations for procuring goods. Start to pay attention to order placement and order tracking systems. Notice where inventory is and is not located. Think about the processes by which the goods and services you use or provide to others get to the people who use them. As you observe supply chain management in action everywhere, the concepts in this class will become simple to remember.

Special Challenges

If you are challenged in any way -- sight, hearing, mobility, learning, language or other -- please see your instructor so that we may plan together how best to meet those challenges so that your learning opportunities may be as equitable as possible. If you need more time to take exams, you must make those arrangements through the Matthews Center.

Changes to the Schedule or Policies in this Syllabus

There will be changes to this schedule, these assignments, and occasionally to these policies. Such changes will be announced in class and on MyNMSU, and by email sent to your NMSU email account. (REMEMBER, CHANGE IS INEVITABLE).

<p><b>STUDENTS WITH DISABILITIES:</b> If you have (or believe you have) a disability &amp; would benefit from classroom accommodation(s), please contact the Services for Students with Disabilities (SSD) Office located at Corbett Center, Room 244 [Phone: 646-6840]. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered.</p>	
<p><b>Student Responsibilities</b></p> <ol style="list-style-type: none"> <li>1. Register with SSD &amp; obtain accommodation documents early in the semester</li> <li>2. Deliver the completed accommodation and testing form(s) to the instructor(s) within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence);</li> <li>3. Retrieve the signed form(s) from faculty &amp; return to SSD within 5 days of the receipt from faculty and at least 1 week before any scheduled exam</li> <li>4. Contact the SSD Office if the services/accommodations requested are not being provided, not meeting your needs, or if additional accommodations are needed.</li> </ol>	<p><b>Faculty Responsibilities</b></p> <ol style="list-style-type: none"> <li>1. Sign the Accommodation Request &amp; the Testing Accommodation forms (when presented), retain a copy, &amp; return the original to the student within five 5 working days of receipt</li> <li>2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.</li> <li>3. Refer the student to SSD for any additional accommodations.</li> <li>4. Accommodations: SSD Office, 646-6840 (Corbett Center, room 244); Michael Armendariz</li> </ol>

- **Academic Integrity:** Cheating will not be tolerated. When taking exams, eyes must remain on your own exam, with your work covered. If there is a suspicion of copying, you, or someone around you will be asked to move, as a first warning. After the second incident, you will be asked to leave. Any evidence of cheating on the exams themselves will lead to an automatic F in the class with possible follow-up discipline. Please refer to the student code of conduct for information regarding appeals processes etc.
- **Incompletes ("I" grades):** Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.
- **Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates; last day to withdraw with a W is Oct 16. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.
- **Disabilities/Employee Relations:** Call the Director of Institutional Equity at 505.646.3635 with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at 505.646.6840 regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially. assistance