COURSE SYLLABUS FOR SPRING 2012
MGT 344: OPERATIONS MANAGEMENT
Dr. A. Azadegan

TEXT
(2) Supplemental online materials.

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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 & GOALS
The objectives of the course are for students to:
1. To develop an understanding, to solve problems and to think critically about issues in the production and delivery of goods and service in manufacturing and service organizations.
2. To develop an understanding, to solve problems and to think critically about basic concepts and methodologies for designing operating systems and management planning and control as well as decision-making processes for managing them.
3. To solve problems and to think critically and develop an ability to apply Operations Management concepts and methodologies in a variety of settings.
### CLASS SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Week Ends</th>
<th>Topic</th>
<th>Key Due Dates</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sun 1/22</td>
<td>Operations &amp; Supply Chain Strategy</td>
<td>Quiz by Sunday</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Sun 1/29</td>
<td>Operations &amp; Supply Chain Strategy</td>
<td>Quiz by Sunday</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Sun 2/5</td>
<td>Quality Management</td>
<td>Quiz by Sunday</td>
<td>2</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Case I-Complaining Customer</td>
<td></td>
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<tr>
<td>4</td>
<td>Sun 2/12</td>
<td>Quality Improvement Methods</td>
<td>Quiz by Sunday</td>
<td>11</td>
</tr>
<tr>
<td>6</td>
<td>Sun 2/19</td>
<td>New Product Development</td>
<td>Quiz by Sunday</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>Friday 2/24</td>
<td>Exam I</td>
<td>Exam by: Fri 2/26</td>
<td>1,2,3,11</td>
</tr>
<tr>
<td>7</td>
<td>Sun 3/4</td>
<td>Process Design and Analysis</td>
<td>Quiz by Sunday</td>
<td>4</td>
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<td></td>
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<td></td>
<td>Case II: Boutique Hotels</td>
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<tr>
<td>8</td>
<td>Sun 3/11</td>
<td>Forecasting</td>
<td>Quiz by Sunday</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>Sun 3/18</td>
<td>Dependent Demand Inventory</td>
<td>Quiz by Sunday</td>
<td>6</td>
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<tr>
<td></td>
<td>Sun 3/25</td>
<td>Spring Break</td>
<td>Quiz by Sunday</td>
<td>10</td>
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<tr>
<td>10</td>
<td>Sun 4/1</td>
<td>Capacity Planning</td>
<td>Quiz by Sunday</td>
<td></td>
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<tr>
<td>11</td>
<td>Friday 4/6</td>
<td>Exam II</td>
<td>Exam by: Fri 4/2</td>
<td>4,5,6,10</td>
</tr>
<tr>
<td>12</td>
<td>Sun 4/15</td>
<td>Lean Enterprise</td>
<td>No Quiz</td>
<td>12</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Case III: Olympic Champions</td>
<td></td>
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<tr>
<td>13</td>
<td>Sun 4/22</td>
<td>Lean Enterprise</td>
<td>Quiz by Sunday</td>
<td>12</td>
</tr>
<tr>
<td>14</td>
<td>Sun 4/29</td>
<td>Technology and Integration</td>
<td>Quiz by Sunday</td>
<td>13</td>
</tr>
<tr>
<td>15</td>
<td>Sun 5/6</td>
<td>Supply Chain &amp; Global Services</td>
<td>Quiz by Sunday</td>
<td>14</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Case IV: McDonald’s</td>
<td></td>
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<tr>
<td>16</td>
<td>Friday 5/11</td>
<td>Exam III</td>
<td>Exam by: Fri 5/11</td>
<td>12,13,14</td>
</tr>
</tbody>
</table>

- Cases and Quizzes are due by Sunday at midnight (11:55pm)
- Exams are due by Friday at midnight (11:55pm)

### 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 MGT344 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.

### ACADEMIC DISHONESTY AND ETHICAL STANDARDS FOR STUDENTS

The following section is from the New Mexico State University Student 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/ (January 18, 2010) and the web site of the Online Writing Lab at Purdue University http://owl.english.purdue.edu/handouts/research/r_plagiar.html (January 18, 2010). 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 widespread 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. A 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:

<table>
<thead>
<tr>
<th>Items</th>
<th>Points</th>
<th>Due Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quizzes (11) (Lowest 2 dropped)</td>
<td>50x9=500</td>
<td>Sunday of each week at/before 11:55pm</td>
</tr>
<tr>
<td>Exam I, II, III</td>
<td>400x3=1,200</td>
<td>Friday of Week at/before 11:55pm</td>
</tr>
<tr>
<td>Case Studies (4) (best 3 scores)</td>
<td>150x3=450</td>
<td>Sunday of week at/before 11:55pm</td>
</tr>
<tr>
<td>Extra Credit for End of Course Survey</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2,200</td>
<td></td>
</tr>
</tbody>
</table>

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/](https://accounts.nmsu.edu/)

**You are expected to submit individual exams and 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.

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," "you're," "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).

STUDENTS WITH DISABILITIES: If you have (or believe you have) a disability & 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.

<table>
<thead>
<tr>
<th>Student Responsibilities</th>
<th>Faculty Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Register with SSD &amp; obtain accommodation documents early in the semester</td>
<td>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</td>
</tr>
<tr>
<td>2. Deliver the completed accommodation and testing form(s) to the instructor(s) within the first 2</td>
<td></td>
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</tbody>
</table>
weeks of beginning of classes (or within 1 week of the date services are to commence);
3. Retrieve the signed form(s) from faculty & return to SSD within 5 days of the receipt from faculty and at least 1 week before any scheduled exam
4. Contact the SSD Office if the services/accommodations requested are not being provided, not meeting your needs, or if additional accommodations are needed.

working days of receipt
2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.
3. Refer the student to SSD for any additional accommodations.
4. Accommodations: SSD Office, 646-6840 (Corbett Center, room 244);
   Michael Armendariz

☐ 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

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