

MGT 364: OPERATIONS MANAGEMENT

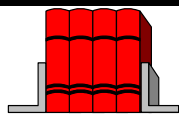
INSTRUCTOR : Dr. Corinne M. Karuppan
OFFICE: Glass Hall, #417
OFFICE HRS.: Tuesday, Thursday: 10:00-11:00 a.m.; 1:00-2:00 p.m.
Wednesday: 1:30 - 2:30 p.m. & by appointment
PHONES: 836-6671 (Office) & 836-5415 (Dept.)
E-MAIL: cmk156f@smsu.edu
URL: <http://corinne.smsu.edu>

COURSE OBJECTIVES:

The basic purpose of this course is to provide students with a broad understanding and knowledge of several operations management concepts. Such concepts include (but are not limited to) operations strategy, process design, forecasting, inventory management, scheduling, and quality management. Emphasis will be placed on the application of these concepts to actual business situations. Upon completion of this course, the student should be able to:

- Understand the dynamics of operations strategy and be able to develop one for a company
- Understand and apply the concepts of process improvement and reengineering
- Be aware of the various manufacturing technologies and their purposes
- Understand the importance of quality management and statistical process control
- Be able to recommend a location for a facility and design its layout
- Be able to use a variety of forecasting techniques
- Understand the concepts and techniques of inventory management for independent and dependent demand items
- Know the differences between push and pull systems
- Understand project management and be able to apply project scheduling techniques

READINGS:



TEXT : OPERATIONS MANAGEMENT, 4th edition
AUTHORS : Roberta S. Russell and Bernard Taylor, III
PUBLISHER: Prentice-Hall
WEB SITE COMPANION: www.prenhall.com/russell

ROUTINE ASSIGNMENTS:

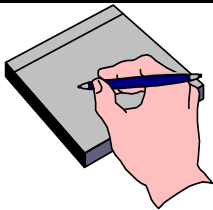
From time to time, routine assignments will be given. These assignments may or may not be collected. However, it is strongly suggested that you always do the assignment for the next class period. Failure to turn in an assignment on time (on the due date, at the beginning of class) will result in the loss of points. These points will amount to the equivalent of a **letter grade** for every weekday (NOT class period) it is late. There is a two-day limit for late assignments. In-class assignments will also be given. There is **no** make-up for these assignments. The assignments constitute excellent preparation for exams. Several assignments will require the use of a spreadsheet.

TEAM PROJECT:

At the beginning of the semester, we will be forming teams of four to five students. A diversity of majors, i.e., accounting, finance, marketing, management, is required in the team. Operations do not function in a vacuum. Since the operations function affects and is affected by other functions and departments in an organization, your team must be cross-functional. Each team will design a productive system. The project involves: 1) designing a product/service; 2) following the product/service from its inception through production/provision to distribution; 3) constructing a flowchart of the events identified in the production process; and 4) outlining the decision making process in the areas of product/service design, process design, facility layout, and evaluation of performance. This project requires reading, research, experimentation, and imagination. Detailed instructions on this project are available at <http://corinne.smsu.edu/mgt364/default.htm>

Each team member's contribution will be assessed by the other teammates. This information will be kept confidential and will only be factored into the grade at the end of the semester. You are **all** expected to contribute equally. A team member may be "fired" at any time during the semester. The whole project is worth 150 points and will be due on April 26.

EXAMS:



Exams will place an emphasis on understanding important concepts and principles and on the application of these concepts and principles. All exams include concepts covered up to the time of the exam. Moreover, for examination purposes, you are responsible for **all** assigned material covered in lectures and class discussions. The final exam is not comprehensive. Please be aware that there is absolutely **NO "CURVING."**

Usually, corrected exams will be returned within two class periods and, following discussion in class, will not be returned. The instructor will save old exams two weeks into the following semester, at which time they will be destroyed.

All students are expected to take the exams as scheduled. A makeup will be scheduled close to the regular exam date if failure to take the exam is due to participation in university-sanctioned activities and programs, personal illness, or special family circumstances. Proper documentation will be required in ALL the abovementioned cases. Otherwise, makeup exams will be given along with the next exam.

ATTENDANCE:

Attendance will be taken every class period. It is **your responsibility** to keep up with the material and stay in touch with your team. Although there is no penalty for poor attendance, students who miss class **3 times or less** (university-sanctioned absences and others) during the whole semester will be allowed to have the lower of the first two exam scores count for only 11% rather than 20% of their total score (50 out of 450 points).

ACADEMIC HONESTY:

SMSU is a community of scholars committed to developing educated persons who accept the responsibility to practice personal and academic integrity. You are responsible for knowing and following SMSU's student honor code, *Student Academic Integrity Policies and Procedures*, available at <http://www.smsu.edu/acadaff/AcademicIntegrity.html> and also available at the Reserves Desk in Meyer Library. Any student participating in any form of academic dishonesty will be subject to sanctions as described in this policy.

POLICY ISSUES: Cell Phones and Behavior

As a member of the learning community, each student has a responsibility to other students who are members of the community. When cell phones or pagers ring and students respond in class or leave class to respond, it disrupts the class. Therefore, the Office of Academic Affairs prohibits the use by students of cell phones, pagers, or similar communication devices during scheduled classes. All such devices must be turned off or put in a silent mode and cannot be taken out during class. At the discretion of the instructor, exception to this policy is possible in special circumstances.

Sanctions for violation of this policy will involve dismissal from the class – see Class Disruption (<http://www.smsu.edu/recreg/classdis.html>). In testing situations, use of cell phones or similar communication devices may lead also to a charge of academic dishonesty and additional sanctions under the *Student Academic Integrity Policies and Procedures* (<http://www.smsu.edu/acadaff/AcademicIntegrity.html>).

Leaving the classroom before the end of class is disruptive. If a student absolutely needs to do so, he/she should obtain permission before or at the beginning of class.

Students caught sleeping in class or reading material not related to the subject matter under discussion will be asked to leave.

NONDISCRIMINATION CLAUSE:

SMSU is an equal opportunity/affirmative action institution, and maintains a grievance procedure available to any person who believes he or she has been discriminated against. At all times, it is your right to address inquiries or concerns about possible discrimination to Jana Estergard, Equal Opportunity Officer, Sicheluff Hall 296, (417) 836-4252. Other types of concerns (i.e., concerns of an academic nature) should be discussed directly with your instructor and can also be brought to the attention of your instructor's Department Head. You may also visit the [Equal Opportunity/Affirmative Action web site](#).

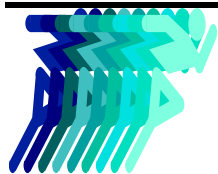
DISABILITY ACCOMMODATION:

To request academic accommodations for a disability, contact Katheryne Staeger-Wilson, Director, Disability Services, Plaster Student Union, Suite 405, (417) 836-4192 or (417) 836-6792 (TTY), <http://www.smsu.edu/disability>. Students are required to provide documentation of disability to Disability Services prior to receiving accommodations. Disability Services refers some types of accommodation requests to the Learning Diagnostic Clinic, which also provides diagnostic testing for learning and psychological disabilities. For information about testing, contact Dr. Steve Capps, Director, Learning Diagnostic Clinic, (417) 836-4787, <http://www.smsu.edu/contrib/ldc>.

SEATING:

Select a seat where you can see and hear, filling available seating from the front of the room. Please retain your seat for the balance of the semester. This will enable the instructor to maintain a current seating chart. Your cooperation is greatly appreciated.

GRADES:



Grades are **earned, not given**. Students who are genuinely concerned with their grades are encouraged to work toward superior grades through: 1) preparation before class (reading assigned materials), 2) participation during class, and 3) consultation with the instructor after class or during office hours (when uncertainty about a concept causes concern).

GRADING:

Points will be assigned to various activities as follows:

<u>ACTIVITY</u>	<u>POINTS</u>
EXAM I.....	100
EXAM II.....	100
FINAL EXAM	100
TEAM PROJECT	150
ASSIGNMENTS/QUIZZES.....	50
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TOTAL POINTS AVAILABLE	500

TENTATIVE SCHEDULE OF TOPICS

DATE	TOPIC	CHAPTER ASSIGNMENT
1/11	Introduction to Course	
1/13	Introduction to OM and processes	1 (pp. 1-7; 19-21)
1/18	Operations Strategy	2 (pp. 31-45; 47-53)
1/20		2 Making Tires at Goodyear and Pirelli
1/25	Project Management	6 (pp. 215-243)
1/27		6
2/1	Process and Technologies	4 (pp. 117-137; 145-150)
2/3		4 Flexible Production at Chrysler
2/8	Process Layout	5 (pp. 159-181)
2/10		5
2/15		5
2/17	EXAM I	
2/22	Quality Management	14
2/24	Statistical Process Control	15 Motorola
3/1		15
3/3	HR in Operations Management	17
3/8		17
3/10	Supply Chain Management	7 (pp. 265-296; 302-304) The Bullwhip Effect
3/15	Forecasting	8 (pp. 333-349; 351-371) What Jerseys to Make?
3/17		8
3/22	EXAM II	
3/24 – 4/3	SPRING HOLIDAY AND SPRING BREAK	
4/5	Aggregate Planning	9 (pp. 392-404; 416-419) EasyJet Takes a Difficult Route (#3)
4/7	Inventory Management	10 (pp. 453-467; 476-481)
4/12		10 Sept. 11: When JIT Becomes JIC
4/14	JIT and Lean Production	11
4/19		11 Smoothing the Flow
4/21	Enterprise Resource Planning	12
4/26		12
4/28		12
5/3	Scheduling	13 (pp. 582-584; 586-596; 599-601)
5/5		13

Final Exam Schedule:

Saturday, May 7, 10:15 a.m.-12:15 p.m.