COLLEGE OF BUSINESS AND ENTREPRENEURSHIP
DEPARTMENT OF MARKETING AND MANAGEMENT

MGT 501 OPERATIONS AND ORGANIZATIONS

Section 03W 21461 - Online

Course Description: A study of the major design and operating activities of the goods-producing and services organizations that includes product and process design decisions, and basic quality, inventory and operations planning and control. The study also includes the basic managerial functions of planning, organizing, leading, and controlling.

Outreach-Online
Graduate Program

Faculty

Jennifer Oyler, PhD, MBA, BS
Office Hours: Available via Virtual Office and E-Mail
Contact Information: Jennifer.Oyler@tamuc.edu

Spring 2014 Sub-term I: January 13 to March 7
***Course Schedule subject to change**

TEXT INFORMATION

Required Texts

1) Duening, T.N., & Ivancevich, J.M. (2006). *Managing organizations. Principles and guidelines* (2nd ed.). Cincinnati, OH: Atomic Dog.
ISBN-13: 9781592602070

The above book is available as an online edition or in paperback + online edition from **http://www.atomicdogpublishing.com**. The registration ID for this course is **1511130014010**. You must have a book activation key to access the online content (i.e. online edition of book, quizzes, and study guide) from Atomic Dog. For more information on the book activation key, you should click on the students tab for the Atomic Dog website and/or look at the first page in your paperback text. Registration for online access is not required.

2) Meredith, J.R., & Shafer, S.M. (2007). *Operations management for MBAs* (3rd ed.). Hoboken, NJ: John Wiley and Sons.
ISBN-13: 9780471351429

Since the Meredith and Shafer (2007) book is an old edition, I would suggest that you locate this book on the Internet through a reputable book seller or reseller. With that being said, you must select the appropriate delivery method for this text to arrive in time for the first week of class.

3) Perrin, R. (2015). *Pocket guide to APA style*, (5th ed.). Stamford, CT: Cengage Learning.
ISBN-13: 9781285425917
The above book is available as an online edition or in paperback from **http://www.cengagebrain.com/shop/isbn/9781285425917**. I strongly recommend the Perrin text even if you have one of the *APA Manuals* because it presents APA style in an easy-to-understand, concise manner.

Required *Harvard Business Review* Articles

1) Hammond, J.S., Kenney, R.L., & Raiffa, H. (2006). The hidden traps in decision making. *Harvard Business Review, 84*(1), 118-126.

2) Herzberg, F. (2003). One more time: How do you motivate employees? *Harvard Business Review, 81*(1), 86-96.

3) Kotter, J.P. (2001). What leaders really do. *Harvard Business Review, 79*(11), 85-96.

You must purchase these articles and cases through the following website: **https://cb.hbsp.harvard.edu/cbmp/access/23524961**. Next, you should purchase the electronic copies of the cases, not the hard copies, and each student MUST purchase their own copies of cases according to copyright guidelines.

BASIC INFORMATION

About the Professor: Dr. Jennifer D. Oyler received her Ph.D. in Organizational Behavior and Research Methods from Virginia Tech, MBA with an emphasis in Marketing and Organizational Research from The University of Arkansas at Little Rock, and BS in Biology from The University of Central Arkansas. She has worked in various positions for State Farm Insurance, the American Lung Association, and Take a Hike.

Academic Honesty: Plagiarism and other forms of academic dishonesty will not be tolerated. Academic cheating, plagiarism, and other forms of academic dishonesty will result in 1) an F in this course, 2) removal from the course, and 3) this information being placed in the student's academic file. Extreme cases of academic dishonesty may result in suspension or expulsion from the University as described in the Code of Student Conduct section of the Student's Guidebook. According to Texas A&M University-Commerce policy: "Faculty are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is defined as academic dishonesty. Academic dishonesty includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material" (Texas A&M University-Commerce, 1998, 2008, p. 1). For additional information on this policy, students should review Texas A&M University-Commerce Policy 13.99.99.R0.10 Academic Honesty, the Graduate Catalog Administrative Procedures, and the Student Guidebook. All students enrolled in this class are bound by the conditions and statements of the aforementioned policy.

All students are required to read, sign electronically (i.e., meaning that you type out your name in the document) and date TAMU-C's Academic Honesty Policy. This document is located in the doc sharing folder labeled "MGT 501 02W- J. Oyler Operations and Organizations" and must be returned by January 16, 2014 at 11:00p CST to the eCollege dropbox.

Disability Statement: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services
Texas A&M University-Commerce
Gee Library
Room 132
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
StudentDisabilityServices@tamuc.edu

General Policies: Dr. Oyler reserves the right to administratively drop any student who does not log into the class website for two consecutive business days **after** the course officially starts (01/13/2014). Any student who will not be able to log into the class web site for more than two business days (i.e., extended business travel, documented health issues, etc.) should contact me in advance to avoid an inadvertent drop from the course. **Students who do not submit the Academic Honesty Policy and/or the APA/Plagiarism Assignment by the assigned date and time will be administratively dropped from the class roster at the end of Week Two, January 24, 2014. Due to the short and intensive nature of the course, students who miss quizzes or other assignments without prior permission from the professor will be assigned failing grades on these quizzes or assignments. The professor also reserves the right to drop students who miss quizzes or other assignments without prior permission from the professor.**

Note on the Time Zone Used: We will use Central Standard Time (CST) for this class.

Online Material: Each section of material referenced in the weekly schedule is covered and reinforced by text chapter readings and online lecture notes posted on eCollege.

Professor Responsiveness: Based on my experience in the corporate world and in academia, I strive to respond to questions within 24-48 hours. However, the response time will be increased if the question falls on a non-business day, holiday, or time (i.e. Friday 5p CST to Monday 8a CST). **In order to avoid a humongous pile of e-mail, I prefer that questions be asked in the Virtual Office unless the question or issue is personal. Please be sure to avoid posting duplicate questions.**

Student Tutorial: Dr. Oyler urges students to familiarize themselves with eCollege by going through the student tutorial process (i.e., go to MyLEO →eCollege →My Course List → Special Courses → .NExT Student Orientation Tutorial). It is NOT Dr. Oyler's responsibility to teach students on how eCollege works. **Dr. Oyler assumes that each student has a working knowledge of eCollege and has access to their e-mail address.**

Submitting Assignments: All assignments must be submitted via the eCollege dropbox. Alternative methods will not be accepted. PLEASE DO NOT E-MAIL ATTACHED FILES UNLESS SPECIFICALLY REQUESTED TO DO SO; UNREQUESTED ATTACHED FILES SENT BY E-MAIL WILL BE DELETED AUTOMATICALLY. Please note that any files in your student folder within 24 hours of a due date and time for an assignment are subject to be graded. Be sure to remove any "work in progress" files that might be confused for the final version of an assignment.

Student Conduct Statement: According to TAMU-Commerce policy on Civility in the Classroom (Texas A&M University – Commerce, n.d., p. 34), "To create and preserve a learning environment that optimizes teaching and learning, all participants share a responsibility in creating a civil and non-disruptive forum. Students are expected to conduct themselves at all times in a manner that does not disrupt teaching or learning." I reserve the right to drop students that exhibit inappropriate behavior and to refer these students to the University Police Department and/or the Dean of Students for disciplinary action.

Student Guidelines to Netiquette: In line with civility, students should always act in a professional manner in my class. Here are simple guidelines to follow (Mintu-Wimsatt, 2008):

- Do not dominate any discussion.
- Do not use offensive language.
- Keep writing style formal. Avoid slang.
- Never make fun of someone's ability to read or write.
- Use correct spelling and grammar.
- Share tips with other students.
- Keep an open-mind and be willing to express your minority opinion.
- Be aware of the University's Academic Honesty Policy.
- Think before you push the "Send" button.

Technical Problems: Students who encounter technical problems with eCollege should contact the eCollege HelpDesk, available 24 hours a day, seven days a week. The HelpDesk can be reached by sending an email to **helpdesk@online.tamuc.org** or by calling 866-656-5511. Additionally, you can click on the "Help" button located at the top of each page for more information. Students who have difficulty accessing the MyLeo portal should contact the IT Support Center at **helpdesk@tamuc.edu** or by calling 903-468-6000 during regular business hours (8a – 5p CST Monday-Friday).

COURSE OVERVIEW AND OBJECTIVES

This course provides an introduction to general management with primary emphasis on planning, organizing, leading, and controlling skills. Further, this course develops your analytical skills for effective problem and opportunity identification.

Objectives	Measurements
Students will explore the four management functions of planning, organizing, leading, and controlling and discuss activities that are performed by each function.	Grades 2-3
Students will study the concepts and apply personal applications in the major design and operating activities of goods-producing and services organizations.	Grades 2-3
Students will grasp the impact of supply chain management upon the distribution of goods and services.	Grades 2-3
Students will learn traditional as well as controversial or radical approaches to operations management issues.	Grades 2-3

GRADING

There are 90 points available. The distribution is as follows:

1. APA &Plagiarism Assignment (5 Points)	
APA & Plagiarism Assignment	5
2. Article Summary and Synthesis (45 Points)	
Article Summary and Synthesis 1	15
Article Summary and Synthesis 2	15
Article Summary and Synthesis 3	15
3. Examinations (40 Points)	
Week 1 Quiz	10
Week 2 Quiz	10
Week 3 Quiz	10
Week 4 Quiz	10

The letter grades for the course will be as follows:

Description	Letter Grade	Total Points (Raw Score)
Distinguished, Excellent	A	≥81.00
Average, Good	B	72.00-80.99
Below Average, Unsatisfactory	C	63.00-71.99
Failing, No Academic Credit	D	54.00-62.99
Failing, No Academic Credit	F	≤ 53.99

COURSE REQUIREMENTS

1. APA & Plagiarism Assignment

APA & Plagiarism Assignment, 1 assignment, 5 points

The purpose of the APA & Plagiarism Assignment is to ensure that students understand plagiarism and learn strategies to avoid it, be cognizant of their rights and responsibilities as Texas A&M University – Commerce graduate students, and become familiar with my expectations for future assignments in this course. Additional directions for this assignment are available in the doc sharing folder labeled "APA Style".

Due Date/Time

The APA & Plagiarism Assignment is due by January 23, 2014 at 11:00p CST and should be submitted to the eCollege dropbox. Assignments will be automatically submitted to TurnItIn (TII) via eCollege, and originality reports will be generated for each student. Students should submit their assignment in advance of the deadline to receive feedback and incorporate corrections from TII. For more information on TII, please review the FAQs document in doc sharing. Late assignments are not accepted and will be assigned a grade of zero.

2. Article Summary and Synthesis

Article Synthesis and Summary: 3 assignments, 45 points

Throughout the semester, you will be required to not only read from your assigned course textbooks but also you will be assigned a corresponding article from *Harvard Business Review* (*HBR*). Once you have read the *HBR* article, you should interpret and summarize the article in your own words and relate the article to the assigned reading from the course textbooks. In addition, to strengthen your analysis of the article and to increase your knowledge of subject matter, you are required to include and briefly discuss two additional references/sources from practitioner or scholarly journals that relate to the subject matter of the *HBR* article and assigned reading from the course textbooks. Finally, you should include your workplace experiences or real-world organizational examples that relate to the assigned reading and supplemental articles into your synthesis.

In regards to content, you are the master of your own destiny. You must decide what material is most important and include this information in your Article Summary and Synthesis. However, a mere summary of the weekly reading and the corresponding articles is not acceptable, so you must also synthesize or interpret this information. As a suggestion, I would provide a brief summary of the *HBR* article for the summary portion of the assignment. For the synthesis, I would incorporate key topics from the assigned reading that relates to the *HBR* article, include two supplemental articles to further explain the importance of key topics that relate to the *HBR* article and assigned reading, and then incorporate your real world experiences that relate back to the key topics from the *HBR* article, the assigned reading, and the supplemental articles.

For structural issues, the summary and synthesis should be submitted to the eCollege dropbox in a document that is compatible with Microsoft Word 2010. You are required to use APA style for the entire paper, so you must use the *APA Manual* for reference. The suggested maximum page length is 5 pages (not including the title page and reference page), using Times New Roman, 12 point font, double-spaced, with appropriate APA headings, indentations, title page, and references. You will need to include a title page with your name and byline information (Page 1); a maximum of five pages of content (Pages 2-6) and a reference list (Page 7). In addition to your course textbooks and the *HBR* article, I expect you to have two additional sources from practitioner or scholarly journals (not Wall Street Journal, or Dallas Morning News, or some random website) for a maximum of five references. To find peer-reviewed journal articles, you are required to use either ABI/Inform or Business Source Complete (cf. Doc Sharing folder labeled "Library Electronic Resources"). If you have questions in regards to APA style issues,

there is a Writing Center on campus that assists with these issues. ***Please read the section on Academic Honesty. Papers and references will be thoroughly checked. If you plagiarize or use a paper from a former student, then you will be assigned a grade of F for the assignment and the class.***

Due Date/Time
Article Summary and Synthesis 1 (PLANNING) is due by January 30 at 11:00p CST to eCollege.
Article Summary and Synthesis 2 (ORGANIZING) is due by February 13 at 11:00p CST to eCollege.
Article Summary and Synthesis 3 (LEADING) is due by February 27 at 11:00p CST to eCollege.

Article Summary and Synthesis Assignments should be submitted to the eCollege dropbox. Assignments will be automatically submitted to TurnItIn (TII) via eCollege, and originality reports will be generated for each student. Students should submit their assignment in advance of the deadline to receive feedback and incorporate corrections from TII. For more information on TII, please review the FAQs document in doc sharing. Late papers **are not** accepted and will receive a grade of zero

Examinations

3. Quizzes: 4 quizzes, 40 points
In order to ensure all students are staying current with their assigned reading for each module, quizzes will be given according to the times specified on the course schedule (i.e., Friday at 5:00a CST to Saturday at 11:00p CST). Students are expected to complete assigned readings from each module before taking the module quiz. Quiz questions are taken from a summary of information based on the textbook and online resources such as the PowerPoint notes. As a courtesy, the professor has provided PowerPoint notes and Word lecture notes in the doc sharing folders labeled "Planning, Organizing, Leading, and Controlling". Quizzes will be administered on eCollege and shall consist of ~20 multiple choice and true/false questions with a maximum time limit of 30 minutes. Students may use notes and/or books for reference. Any other types of resource (i.e. students, friends, family, etc.) are not to be consulted and are strictly forbidden. In addition, students should not attempt to print quizzes. If a student uses prohibited resources or tries to print the quiz, the student will be subject to the conditions and statements of the Texas A&M University-Commerce Student Handbook in regards to academic integrity.

Due Date/Time
Quiz 1 (PLANNING): January 24 at 5:00a CST to January 25 at 11:00p CST.
Quiz 2 (ORGANIZING): February 7 at 5:00a CST to February 8 at 11:00p CST.
Quiz 3 (LEADING): February 21 at 5:00a CST to February 22 at 11:00p CST.
Quiz 4 (CONTROLLING): February 28 at 5:00a CST to March 1 at 11:00p CST.

NOTES ABOUT QUIZZES:

1. Quizzes may NOT be missed for the convenience of the student. If you must miss one of the quizzes, and you have an excused absence (medical, death in the immediate family, legal entanglement, or authorized business), you may seek permission to take a make-up quiz. You should know that I will scrutinize these requests very carefully and prior notice of the absence is an important element in the decision. **Failure to take a quiz on the assigned date and times without making prior arrangements will result in the student being dropped from the course.**

2. Cheating will not be tolerated on quizzes. Students should not attempt to print quizzes. All students enrolled in this class are bound by the conditions and statements of the Texas A&M University Commerce Student Handbook in regards to academic integrity.

COMMENT ON ACADEMIC HONESTY

There seems to be a belief among many that anything found on the Internet is free to use as one wishes. The cut and paste option also makes it quite tempting. However, information on the web must be properly cited just as you would cite and reference any form of hard copy periodicals. Keep the following in mind:

1. It is generally not advisable to quote anything verbatim in a paper unless there is an overriding reason to do so, such as the use of a particular phrase or sentence that illustrates a point well. When you do so, you must place the statement in quotes without changing the words, include an in-text citation, and use the corresponding reference in the reference page. Not placing the statement in quotes implies that the wording is your own and results in plagiarism.

2. Changing a few words in a sentence (for example, large to big) may alleviate the need for quotes (depending on how much you change), but it is not the best way to go. If you are not going to provide a direct quote, then the material should be stated in your own terms. Changing a couple of words implies laziness.

3. Every idea you get from another source must be cited. Placing 100 citations in a paper does not imply that the work is not original, but that you did a proper job of giving credit where it was due.

4. The real danger in a cut and paste approach to written assignments is that you end up including a lot of information that is not necessarily related to the topic about which you are writing and does not really address what you are trying to say. Putting things in your own words allows you to focus your comments more effectively.

Any deviation from the guidelines concerning quotes and citations constitutes plagiarism, as it suggests that you are trying to submit someone else's work and creativity as your own. If you have any questions, please let me know.

IMPORTANT CONCLUDING NOTES

1. There seems to be a STRONG belief among many students that web-based classes are easier than traditional face-to-face classes. This is not true at all – especially in Dr. Oyler's class!!! For this MGT 501 course, you will find that the schedule is quite rigorous; a degree of structure has been established; students are expected to keep up with the course's requirements; and the course requirements are very challenging.

2. EXTRA CREDIT IS NOT AWARDED in the course. Students are encouraged to apply maximum effort to each assignment and contact me via e-mail if there are questions or concerns *before* grades become a problem.

3. As a general guideline, I do not round grades. You should NOT expect any form of rounding in this course, even if you are in danger of not graduating.

4. DEADLINES noted in this syllabus are absolute. Extensions will not be granted except in highly unusual circumstances, as they would result in unfair delays for returning grades and feedback to the rest of the class. You are encouraged to plan accordingly and complete your work in advance of the due date so that unforeseen circumstances will not create a hardship for you.

5. When PAGE MAXIMUMS are posted for assignments, you should infer that submitting a paper well short of the maximum is not advisable. In such cases, the depth of the assignment is not likely to be sufficient.

Week	Date	Topic	Reading	Assignments/Notes
Week 1	**1/13**	**Introduction to Course**	Syllabus Websites listed on APA/Plagiarism Assignment APA Tutorial	**Assignments:** **1) Students should review the syllabus and print a hard copy for future reference.** **2) Students should introduce themselves to their peers in the Student Lounge.** **3) Students submit Academic Honesty Policy by January 16 at 11:00p CST to the eCollege dropbox.** **4) Students should begin work on APA/Plagiarism Assignment and submit by January 23 at 11:00p CST to the eCollege dropbox.** **Optional Chat Session: Class Live Pro on January 14 at 6:00p CST (recorded for those students unable to attend)**
Week 2	**1/20**	**PLANNING** **Duening & Ivancevich (2006)** Chapter 5: Elements of Planning Chapter 6: Strategic Planning Chapter 7: Managerial Decision Making **Meredith & Shafer (2007)** Chapter 1: The Nature of Operations Chapter 2: Strategy, Operations, and Global Competitiveness ***HBR Article 1*(Hammond, Kenney, & Raiffa, 2006)**	Read D&I (2006) Chapters 5-7 Read M&S (2007) Chapters 1-2 Read *HBR* Article 1	**Assignments:** **1) Students should submit APA/Plagiarism Assignment by January 23 at 11:00p CST to the eCollege dropbox.** **2) Students should begin work on Article Summary and Synthesis 1 (PLANNING) and submit by January 30 at 11:00p CST to the eCollege dropbox.** **3) Quiz 1 (PLANNING) will be available from January 24 at 5:00a CST to January 25 at 11:00p CST.**

Week	Date	Topic	Reading	Assignments/Notes
Week 3	**1/27**	**PLANNING** **Duening & Ivancevich (2006)** Chapter 5: Elements of Planning Chapter 6: Strategic Planning Chapter 7: Managerial Decision Making **Meredith & Shafer (2007)** Chapter 1: The Nature of Operations Chapter 2: Strategy, Operations, and Global Competitiveness ***HBR Article 1*(Hammond, Kenney, & Raiffa, 2006)**	Read D&I (2006) Chapters 5-7 Read M&S (2007) Chapters 1-2 Read *HBR* Article 1	**Assignments:** **1) Students should submit Article Summary and Synthesis 1 (PLANNING) by January 30 at 11:00p CST to the eCollege dropbox.** **APA/Plagiarism: The professor will post grades by January 30 at 11:00p CST to eCollege.** **Quiz 1: The professor will post grades by February 1 at 11:00p CST.**
Week 4	**2/03**	**ORGANIZING** **Duening & Ivancevich (2006)** Chapter 8: Job Design Chapter 9: Organizational Structure and Design Chapter 10: Managing Human Resources Chapter 12: Motivation ***HBR Article 2* (Herzberg, 2003)**	Read D&I (2006) Chapters 8-10 Read *HBR* Article 2	**Assignment:** **1) Students should begin work on Article Summary and Synthesis 2 (ORGANIZING) and submit by February 13 at 11:00p CST to the eCollege dropbox.** **2) Quiz 2 (ORGANIZING) will be available from February 7 at 5:00a CST to February 8 at 11:00p CST.**
Week 5	**2/10**	**ORGANIZING** **Duening & Ivancevich (2006)** Chapter 8: Job Design Chapter 9: Organizational Structure and Design Chapter 10: Managing Human Resources Chapter 12: Motivation ***HBR Article 2* (Herzberg, 2003)**	Read D&I (2006) Chapters 8-10 Read *HBR* Article 2	**Assignments:** **1) Students should submit Article Summary and Synthesis 2 (ORGANIZING) by February 13 at 11:00p CST to the eCollege dropbox.** **ASS 1: The professor will post grades by February 13 at 11:00p CST** **Quiz 2: The professor will post grades by February 15 at 11:00p CST.**

Week	Date	Topic	Reading	Assignments/Notes
Week 6	**2/17**	**LEADING** **Duening & Ivancevich (2006)** Chapter 11: Elements of Leadership Chapter 14: Work Groups and Teams ***HBR Article 3* (Kotter, 2001)**	Read D&I (2006) Chapters 11, 14 Read *HBR* Article 3	**Assignment:** **1) Students should begin work on Article Summary and Synthesis 3 (LEADING) and submit by February 27 at 11:00p CST to the eCollege dropbox.** **2) Quiz 3 (LEADING) will be available from February 21 at 5:00a CST to February 22 at 11:00p CST.**
Week 7	**2/24**	**LEADING** **Duening & Ivancevich (2006)** Chapter 11: Elements of Leadership Chapter 14: Work Groups and Teams ***HBR Article 3* (Kotter, 2001)** **CONTROLLING** **Duening & Ivancevich (2006)** Chapter 15: Elements of Controlling Chapter 16: Production, Operations, and Financial Controls **Meredith & Shafer (2007)** Chapter 7: Supply Chain Management Chapter 9: Enterprise Resource Planning	Read D&I (2006) Chapters 11, 14 Read *HBR* Article 3 Read D&I (2006) Chapters 15-16 Read M&S (2007) Chapters 7, 9	**Assignments:** **1) Students should submit Article Summary and Synthesis 3 (LEADING) by February 27 at 11:00p CST to the eCollege dropbox.** **2) Quiz 4 (CONTROLLING) will be available from February 28 at 5:00a CST to March 1 at 11:00p CST.** **ASS 2: The professor will post grades by February 27 at 11:00p CST** **Quiz 3: The professor will post grades by March 1 at 11:00p CST.**
Week 8	**3/03**	**COURSE CONCLUSION**		**ASS 3, Quiz 4, and Final Grades: The professor will post grades by March 9 at 11:00p CST.**