



MGT 307.01E GLB/Operations Management

Fall 2015

M/W 11 am - 12:15 pm

BA 346

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Office Hours: Mondays 9:30 -11 am / 12 – 3:30 pm (4 – 4:30 pm at L-3 location)

Wednesdays 10:30 am – 12:30 pm

*Also available by appointment. Times are subject to change – please see my website or eCollege for updated hours *

Course Text:

David Collier and James Evans. **OM⁴**, 2012-2013 Edition Student Package Edition.

Mason, Ohio: South-Western, Cengage Learning, 2013. ISBN-13: 978-1-133-37242-4.

Text only: ISBN-13: 978-1-133-37241-7.

Course Description: This course is an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization. Topics include operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control, quality assurance, and project management. The topics are integrated using a systems model of the operations of an organization. Prerequisites: Junior standing, MATH 141 or 175, GBUS 302, GBUS 128 or IET 101.

Global Course (GLB): This course has been selected as a Global Course – tied to the Quality Enhancement Plan (QEP). Texas A&M University-Commerce QEP seeks to prepare students for an interconnected world. In relation to the QEP, students completing this course will be able to (LO1) demonstrate knowledge of the interconnectedness of global dynamics (issues, trends, processes, and systems), (LO2) apply knowledge of the interconnectedness of global dynamics, and (LO3) view themselves as engaged citizens within an interconnected and diverse world. The term project in this course will be utilized to assess the QPE student learning outcomes for each student. Students are responsible to upload a copy of the project to their ePortfolio in ManeSync.

For this course, MGT 307 Operations Management, four of the Section Assignments will be designated as global (GBL) assignments for students to include in their portfolios. These assignments are designated below (GBL).

Course Objectives:

1. Students will demonstrate an understanding of the essential terminology, concepts, and problem solving of operations management design decisions including operations strategy, product design, process selection, facility layout, capacity and locations, and supply-chain management.
2. Students will demonstrate an understanding of the essential terminology, concepts, and problem solving of operating decisions including measuring and improving productivity, quality management and control, inventory and resource management, scheduling, sequencing, and project management.
3. Students will develop an understanding of the historical as well as contemporary contexts of goods producing and service providing organizations.

Course Grading:

Assignments	%
Section Exams (3)	60
Section Assignments	20
Online Discussions	20
Total	100

A	90+ percent of total points	Outstanding Work
B	80-89 percent of total points	Good Work
C	70-79 percent of total points	Acceptable Work
D	60-69 percent of total points	Needs Improvement
F	00-59 percent of total points	Unacceptable Work

Assignments and Assessments

Knowledge of the substantive material covered in the course is of central importance. Grades are based upon a student's work in content areas that reflect the course objectives and the core communication skills that students are expected to learn. Each of these content areas represents a fixed percentage of the course's content. Since this is a graduate level course, grading will include consideration of content as well as grammar, spelling, style, and organization. In addition late submission to any of the requirements in this course will not be accepted.

Special notes about grades and assignments:

- Late Assignments: One grade will be deducted each week that papers are turned in late. Anyone caught plagiarizing will receive "0."
- All assignments should be submitted to the dropbox and will automatically be scanned through www.turnitin.com.
- Assignments NOT listed on the schedule may be assigned upon the discretion of the instructor. The instructor reserves the right to change this schedule as circumstances may dictate. All changes will be announced.
- Once you submit an assignment and receive a grade, you cannot resubmit corrections for more points!

Section Exams: Three section exams will be given during the term. Each exam will include objective-type questions (true-false, multiple choice, matching, etc.), problems, and possibly a discussion question. Exams will be designed to cover material presented for that exam (i.e. the exams will not be comprehensive to that point of the term). For each exam, a study guide including a listing of terms, concepts, and problems from the assigned chapters will be provided. The terms and concepts represent what students should know to be successful on that portion of the exam. By knowing, the instructor means that students should be able to define, list, identify an example or application of the terms or concepts, and possibly discuss the topic. The problems discussed in class will be examples of the types of problems that can be expected on the exams. The proportions of conceptual material and problems on exams may vary depending on the material covered, but throughout the course, the exams in combination will be weighted about 50% conceptual and 50% problems. If a regularly scheduled exam is missed, the student will be allowed to take a make up at the end of the semester on the day set aside for final exams for this course. This make-up exam is comprehensive and serves as the make up for any exam that students miss.

Section Exams

Section One Exam (1, 2, 3, 4, 5, 9, 11)

Section Two Exam (6, 7, 8, 10, 15, 16)

Section Three Exam – Final Exam (12, 13, 14, 17, 18)

Section Assignments (SA): Work in each section will include operations management concepts, issues, and problems. For each section, students will complete homework assignments. These section assignments will relate to key concepts in that portion of the course. This portion of the course is 20% of the final grade. Students must complete eight out of the eleven assignments to receive full credit. The Section Assignment topics and their due dates are presented below. The instructions for the section assignments will be included in the section study guide materials for each section. Students must use the format procedures outlined below in this syllabus where appropriate. Failure to follow the format instructions will result in a reduction in the grade. Late work, if accepted, for these assignments will receive a reduction in the grade.

SA	GLB	Title
SA01	GLB	WISM & WSIMW: Where is Stuff Made and What Stuff is Made Where
SA02		Productivity and Competitiveness
SA03	GLB	Supply Chain: Short paper of Wal-Mart or other company supply chain
SA04	GLB	Product design in a Green World: considering ecology in product design
SA05		Bathtub Curve
SA06		Facility Layout (application in a real world situation)
SA07	GLB	Lean operations: Short paper of Toyota or other company for lean operation

Format for Assignments: Students are to use these format guidelines for all "text" materials turned in during the semester. This includes the Chapter Assignments that are discussion questions and other assignments that are primarily text. For those assignments that included problem solutions or diagrams, strict adherence to the guidelines is not expected.

The word or page length is provided on each assignment. These usually suggest an approximate page length, like about three pages or about ten pages. These are provided to guide students in preparing their papers. However, preparing one page for a three page assignment or six pages for a ten page assignment will likely negatively impact the grade for that assignment.

Virtually all assignments must be turned in using the following format. An example of an assignment that may be turned in **not** using this format is the Gantt chart assignment (SA10).

1. Typed, double-spaced
2. Times New Roman, 12 font (only)
3. One-inch margins on all sides: top, bottom, right and left
4. Paper size should be standard, 8-1/2 by 11 inches
5. No headers or footers, except for a page number **only** (if desired)
6. No underlines or *italics* (use **bold** for these requirements or preferences)
7. No special indentations or tabs
8. No title page
9. References should be complete (in that they can be used to find the source) and consistent. No specific style like APA or Turabian is required. A complete reference will include author (if known), source (magazine, journal, website, etc.), date of publication (or retrieval), etc.

Research Studies/Human Subjects (Procedure A15.02): Texas A&M University-Commerce recognizes the need for investigation in which human beings may serve as research subjects. The University acknowledges and accepts its responsibilities for ensuring that the privacy, safety, health, and welfare of such subjects are adequately protected. All research, which involves any form of participation of human subjects, qualifies as human subject research. This includes certain survey research, research by students as well as by faculty and staff and both internally and externally funded research. In order to comply with federal regulations as well as to conform to guidelines of the University's Institutional Review Board (IRB), the principal investigator should obtain approval of their research protocol from the IRB prior to any contact with human subjects. If you are using humans in any of your research, contact your professor before proceeding with the research project. A determination will be made as to the need for IRB review and approval.

Online Discussions: Each student will participate the online discussions as assigned. The discussion will only be available for a limited time period. Merely making a brief post or reply to each discussion thread will not ensure full credit. Discussions will be graded on quality of content. Discussion postings and replies should be reviewed for correct spelling, proper grammar, punctuation, and capitalization.

- The Chapter Discussion Boards are worth 100 points each. Each student is required to make thoughtful posts as well as replies to other students' posts for the assigned chapter(s) and follow explicit instructions for posting requirements.
- The discussion board will count for the class participation component of your grade. If you were attending class, you would be expected to contribute to each class session, so you should treat the discussion board as you would treat class participation. Keep in mind that *failure to post at all will result in student not receiving any participation points*. Plan to participate throughout the semester.
- It is the responsibility of each student to keep up with the scheduled readings and discussions for the chapters. Once the chapters have been closed, they will not be reopened.

Each Discussion Board will contain **one topic thread**. Students will need to do an **Initial Post** to each of the topics along with a minimum of one **Reply** to each of the topics. In order to receive full credit for posts and replies, please review the following:

- **Initial Post:** Student provides thoughtful and thorough responses to each topic for discussion and uses an appropriate critical thinking level. Student gives particular attention to increasing their knowledge as they relate to concepts from the text as well as personal experience. Student is timely with providing appropriate responses so the class and/or group members have an opportunity to participate.
- **Replies** to other students are also thoughtful and thorough and uses an appropriate critical thinking level. More than required replies to other students reflect actively engaging in class discussion.
- Students should do a spelling and grammar check on all of their posts and replies.
- It is critical that students read ALL the **Posts** for each discussion board topic. This will ensure that you not only respond to the topic question but to your colleagues' comments as well, as well as ensuring against plagiarizing.

Discussion Grading Rubric

If 2 responses are required
If 3 responses are required

Your Post – 60%
Your Post – 60%

Your replies – 40%
Your replies – 20% each

Access and Login Information

This course will be utilizing eCollege to enhance the learning experience, eCollege is the Learning Management System used by Texas A&M University-Commerce. To get started with the course, go to: <https://leo.tamuc.edu/login.aspx>. You will need your CWID and password to log in to the course. If you do not know your CWID or have forgotten your password, contact Technology Services at 903.468.6000 or helpdesk@tamuc.edu. If at any time you experience technical problems (e.g., you can't log in to the course, you can't see certain material, etc.) please contact the eCollege HelpDesk, available 24 hours a day, seven days a week. The HelpDesk can be reached by clicking on the HelpDesk link in the Help pages as described above, or by sending an email directly to helpdesk@online.tamuc.org. You may also reach the HelpDesk by calling (toll-free) 1-866-656-5511.

Student Support: Texas A&M University-Commerce provides students technical support in the use of eCollege. The student help desk may be reached by the following means 24 hours a day, seven days a week. If you experience issues while taking your exams or at any other point, feel free to contact the support desk.

- **Chat Support:** Click on '*Live Support*' on the tool bar within your course to chat with an eCollege Representative.
- **Phone:** 1-866-656-5511 (Toll Free) to speak with eCollege Technical Support Representative.
- **Email:** helpdesk@online.tamuc.org to initiate a support request with eCollege Technical Support Representative.
- **Help:** Click on the '*Help*' button on the toolbar for information regarding working with eCollege (i.e. How to submit to Dropbox, How to post to discussions etc...)

Course Policies

Communicating with your Instructor: Communication with the instructor will be conducted via eCollege or Email, or by phone or office visit if necessary. There are several alternate ways to contact me – please see my website for more details.

Subject lines for all Email correspondence are required to have **MGT 307 AND YOUR SECTION #** as the first item in the subject line. All email messages must contain student name as the last line in the message. Without the correct subject line and student identification, Email Spam filters used by TAMU-C will place your message in a junk Email folder where your message will be automatically deleted. Remember to professionally compose your Email messages with proper grammar and spelling and by using a professional tone toward your instructor.

Properly addressed and signed Emails will be replied to within 24 to 48 hours Monday-Friday. If a face-to-face conference is needed between the student and instructor in the instructor's office, an appointment **must** be made several days in advance by the student.

Attendance & Participation: Students will need to complete all assignments and course requirements consistent with the assignment schedule. Excused absences will not generate extra time for meeting deadlines and scheduled events. Since late assignments are not accepted, you are strongly encouraged to submit assignments prior to the due dates. Students will be expected to participate consistent with course objectives and goals.

It is the student's responsibility to: Stay active in the course by logging into the course on a regular daily basis, Attend class regularly, and Always read every course **announcement** at the top of the course. Feedback for assignments, university announcements, and major department announcements will be posted to this forum.

Class Participation & Daily Grade: Prompt, regular attendance is expected from each student. If a student must miss a class, it is the student's responsibility to keep up with the assignments and make arrangements for any missed assignment. Homework assignments may be collected during the term and be included in this portion of the grading.

Extra homework problems will be provided in the course. These extra assignments are **optional** and will be taken up and reviewed by the instructor. They will not be included directly in the course grading, but should be beneficial in students learning of operations problems discussed in class. Also, the instructor does not provide "extra credit" assignments in this course. However, a student who consistently participates in preparing and turning in the optional homework problems may receive this consideration.

Withdrawal Policy: Every student has the right to drop the course without penalty until the drop-date. Students dropping the course during this period will be given a **'Q'**. If you choose to stop attending class, you may be dropped from the course due to excessive absences. If you are not satisfied with your grade in the course and wish you to drop, it is YOUR responsibility to drop the course. A student may drop a course by logging into their myLEO.

Student Conduct: All students are expected to conduct themselves in a professional manner at all times. You are adults and will be treated as such. Discriminatory, rude, and inappropriate language will not be tolerated in this class and students will be asked to leave or drop the class (these same rules apply for online discussions). If a student continues to act in the same manner during future classes, the instructor reserves the right to drop the student from the course.

Academic Integrity: If you are to excel in this course, the need for collaboration is undeniable, even in cases of individual work. There is a fine line in this process. You are encouraged to seek the help and advice of others. However, you **must** do your own work. Please ask me if you have questions about what is proper and what is not.

Intellectual Ownership: When reviewing the literature, one frequently peruses written thoughts, findings, conclusions, and perspectives of individuals and organizations that may be used to create credibility and/or rationale from investigative studies. A problem, however, is how to capitalize on such information, yet not violate the principles of intellectual ownership. One solution involves answering two questions: (1) what is plagiarism? (2) How is plagiarism avoided? Simply stated, plagiarism is claiming another person's or organization's works as one's own. Such violations may be avoided by knowing how to use and acknowledge the works of others. The 6th Edition of the Publication Manual of the American Psychological Association states: "Authors do not present the work of another as if it were their own work" (p. 16). "Whether paraphrasing, quoting an author directly, or describing an idea that influenced your work, you must credit the source" (p.170). Quotation marks should be used to indicate the exact words of another. Each time you paraphrase another author (i.e., summarize a passage or rearrange the order of a sentence and change some of the words), you will need to cite it in the text.

Some people seem to believe that anything found on the Internet is free to use as they please. The "cut and paste" option also makes it easy to plagiarize. However, information on the web must be properly cited just as you would any "hard copy" periodicals. In this course, APA style citation is expected. Any written assignments must include in text citations as well as a separate reference page. The following web site provides valuable insight relating to what constitutes plagiarism and how it may be avoided: <http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml>. To avoid plagiarism an individual must give credit wherever he or she uses:

- ☐ another individual's idea, opinion, or theory
- ☐ facts, statistics, graphs, and drawings that are not common knowledge
- ☐ quotations of another individual's spoken or written words
- ☐ paraphrase another individual's spoken or written words

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. In accordance with the Texas A&M University-Commerce Code of Student Conduct Section 5.b [1, 2, 3], the penalties for students guilty of academic dishonesty include disciplinary probation, suspension, and expulsion. If you have any questions, please let me know.

Acts of plagiarism will result in writing assignments and research projects assigned a grade of '0' for the first offense. Upon the second offense, student will be referred to the Dean of Student Services and will receive a grade of 'F' for the course with possible removal from the program and university. TAMU-C has purchased a license for TurnItIn.com which checks for plagiarism. All submitted course requirements may be submitted to this service. If the report generated notes that your work is plagiarized, you will receive an 'F' for that course requirement and course. If you are unsure what constitutes plagiarism and how to avoid it. Visit the following websites:
<http://www.plagiarism.org/> <http://www.unc.edu/depts/wcweb/handouts/plagiarism.html>
<http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml>

University Policies

Requests for Special Accommodations: Requests from students with disabilities for reasonable accommodations must go through the Academic Support Committee. An individual instructor cannot decide to make accommodations for you without that Committee's approval. 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 132
Phone (903) 886-5150 or (903) 886-5835 Fax (903) 468-8148 StudentDisabilityServices@tamuc.edu

Student Requirements: "All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment". (See Student's Guide Handbook)

Academic Honesty Policy: Per the new Academic Honesty Policy for College of Business and Technology, please download the file (Academic Honesty Policy) located in Doc Sharing and read the policy. Once you read the policy, please type in your Name, Campus Wide Identification Number (CWID), and Date at the bottom of the form, save the file, close the file, then upload the file to the **Academic Honesty Policy** Dropbox.

Nondiscrimination Statement: A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, and environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

COURSE SCHEDULE

Week 1	Monday 8/31	Introduction to the course Chapter 1 - Goods, Services, and OM
	Wednesday 9/2	NO CLASS - Online Discussion 1 by 11 pm Sunday
Week 2	Monday 9/7	Chapter 2 - Value Chains & Break-Even Point Chapter 5 & Chapter 9 - BEP
	Wednesday 9/9	NO CLASS - Online Discussion 2 by 11 pm Sunday
Week 3	Monday 9/14	Chapter 3 - Measuring Performance in OM, Productivity, & Value of Loyal Customers
	Wednesday 9/16	NO CLASS SA 1 due by Sunday, 11 pm, in the dropbox
Week 4	Monday 9/21	Chapter 4 - Operations Strategy Chapter 5 - Technology and OM Chapter 11 - Forecasting and Demand Planning
	Wednesday 9/23	NO CLASS SA 2 due by Sunday, 11 pm, in the dropbox
Week 5	Monday 9/28	Chapter 9 - Supply Chain Design, Center of Gravity, & Factor Rating
	Wednesday 9/30	NO CLASS ONLINE EXAM 1 – Chapters 1, 2, 3, 4, 5, 9, 11
Week 6	Monday 10/5	Chapter 6 – Goods and Services & Reliability
	Wednesday 10/7	NO CLASS SA 3 due by Sunday, 11 pm, in the dropbox
Week 7	Monday 10/12	Chapter 7 – Process Selection, Design, and Analysis Utilization & Little’s Law
	Wednesday 10/14	NO CLASS - Online Discussion 3 by 11 pm Sunday
Week 8	Monday 10/19	Chapter 8 – Facility and Work Design, Number of Machines Needed, & Line Balance
	Wednesday 10/21	NO CLASS SA 4 due by Sunday, 11 pm, in the dropbox
Week 9	Monday 10/26	Chapter 10 – Capacity Management & Capacity Needs
	Wednesday 10/28	NO CLASS - Online Discussion 4 by 11 pm Sunday

Week 10	Monday 11/2	Chapter 15 – Quality Management, Run Chart, & Check Sheet and Pareto Chart
	Wednesday 11/4	NO CLASS SA 5 due by Sunday, 11 pm, in the dropbox
Week 11	Monday 11/9	Chapter 16 – Quality Control and SPC, Mean and Range Charts, Quality Control
	Wednesday 11/11	NO CLASS ONLINE EXAM 2 – Chapters 6, 7, 8, 10, 15, 16
Week 12	Monday 11/16	Chapter 12
	Wednesday 11/18	NO CLASS - Online Discussion 5 by 11 pm Sunday
Week 13	Monday 11/23	Chapter 13
	Wednesday 11/24	NO CLASS (Thanksgiving break) SA 6 due by Sunday, 11 pm, in the dropbox
Week 14	Monday 11/30	Chapter 14 – Operations Scheduling and Sequencing, Workforce Scheduling, Scheduling and Project Management, Sequence Rules and Evaluation, & Johnson’s Rule
	Wednesday 12/2	Online Discussion 6 by 11 pm Sunday
Week 15	Monday 12/7	Chapter 17 – Lean Operations Chapter 18 – Project Management & Project Planning and Critical
	Wednesday 12/9	NO CLASS SA 7 due by Sunday, 11 pm, in the dropbox
Week 16	Monday 12/14	FINAL EXAM Chapters 12, 13, 14, 17, 18 (details will be announced in class)

Note: The instructor reserves the right to change any of the following dates and content. Any changes in this syllabus will be communicated to you in class, in eCollege or via email by the instructor.

Section Assignment Rubric

Criterion	Unsatisfactory C or < C Less than 80%	Satisfactory B 80 to 89%	Exceptional A 90 to 100%
Section Assignment: The section assignments will include some variety of assignments including article reviews, short essays or topics papers, mini-research activities, etc.	Paper does not include satisfactory presentations appropriate for the assignment.	Paper included satisfactory presentations appropriate for the assignment.	Paper included outstanding presentations appropriate for the assignment.
Writing and paper process issues: Format using instructor's preferences from syllabus Style (APA) Organization Use of headings Use of tables, graphs, charts, maps, diagrams, etc when appropriate Use of appendices when appropriate Provide a list of references and/or use of endnotes where appropriate to the assignment Proper grammar Spelling Appropriate use of words	Paper fails to meet guidelines of the instructor's guidelines presented in the syllabus, fails to use headings and other paper organizational methods to present the material. Paper has a number limited grammar mistakes, misspelled and misused words	Paper follows instructor's guidelines presented in the syllabus, uses headings and other paper organizational methods to present the material. Paper has limited grammar mistakes, misspelled and misused words	In addition to following the instructor's format guidelines and providing reader-oriented organization, the paper has virtually no grammatical or spelling errors and includes outstanding use of appropriate tables, graphs, etc.
Other specific instructions for the paper: Page or word length (maximums, minimums, and range) Due dates Use of drop box, email, or other methods to turn the work in	Student fails to get the paper in on time or has not met other instructions of the assignment referring to page length, and other issues.	Paper is turned in on time using the appropriate procedure and has followed the guidelines for length.	Paper is turned in on time using the appropriate procedure and has followed the guidelines for length.

Appropriate use of words would include words that may not be caught by a spell checker but are incorrectly used. For example, using the word "aboard" when you mean "abroad" or using "then" when you are comparing something and should use "than".