Kent State University at Stark

MIS 34060 – OPERATIONS MANAGEMENT
Spring 2013 Semester

<table>
<thead>
<tr>
<th>Call #</th>
<th>Section</th>
<th>Days</th>
<th>Time</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>15525</td>
<td>600</td>
<td>TR</td>
<td>12:30pm-01:45pm</td>
<td>30 Fine Arts</td>
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<tr>
<td>15526</td>
<td>601</td>
<td>R</td>
<td>07:00pm-09:40pm</td>
<td>30 Fine Arts</td>
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<tr>
<td>15527</td>
<td>690</td>
<td>Web</td>
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</tbody>
</table>

Instructor:  Dr. Victor L. Berardi

Phone:  330-595-5095 student help line (forwards to me via Skype)
        330-244-5175 office (try this second)

Skype:  dr.berardi
Email:  vberardi@kent.edu
Web:    www.personal.kent.edu/~vberardi

Office:  150M Fine Arts Bldg.
Hours:  MTWR 11:00am – 12:00pm
        TR 01:45pm – 02:30pm
        M R 06:30pm – 07:00pm
Walk-ins welcome as I am around many hours outside of these. Also, you may make an appointment to meet, please contact to arrange. Skype is another option. Screen-sharing via Skype works well for discussing or reviewing spreadsheet development concerns. You do not need a video camera to Skype.

Textbook & Materials

Required:  Principles of Operations Management, 6th, 7th or 8th Edition
Heizer and Render
Prentice Hall, 2006 – 2010

Memory Jogger II or 2
Goal/QPC, 1994 – 2010

Course Catalog Description

A survey course in production and operations management that covers the managerial concepts and the quantitative tools used in the design, planning, operation and control of production systems.
Prerequisites: minimum 2.50 cumulative GPA; and MIS 24053 or COMT 11000; and MIS 24056 or MATH 10041 or BMRT 21004. NOTE: Students attending the course who do not have the proper prerequisite risk being deregistered from the class.
Course Objectives
Upon course completion, students will be able to identify and discuss pertinent operations management concerns and describe how operations management can provide competitive advantage in the marketplace. In addition, students will be able to develop and apply decision tools, via spreadsheets and other computer programs, to solve operations management problems and to do so in a manner that makes these skills transferable to solving many other quantitative problems they encounter in their academic, professional, and personal lives.

Course Technology
Computer technology and programs are integral to this course. In addition to using Blackboard, many other technologies are used such as email, PDFs, Flash videos, Excel (2007 or 2010) spreadsheets, MS Project 2010, and Visio 2010. These require using a computer with Windows 7 or 8.

The Stark Campus has invested in an MS DreamSpark subscription, which allows students to obtain free copies of many programs, reducing the financial burden. DreamSpark will be setup when class begins, and you will get an email invitation at that time, but you can learn more about DreamSpark at any time here. Other than Excel, which is available in KSU computer labs, Windows users should have no additional financial burden.

A note about Apple products: course videos, MS Project 2010 and Visio 2010 do not run on Apple products unless they emulate Windows using Boot Camp or Parallels. To learn more about Boot Camp, visit the Apple site here. In addition, Excel on Macs has not had full capabilities of the Windows version that will be used in class, such as regression, the solver, and tracking capabilities.

All email communications must be from and to your KSU email address. This is especially important for online students. When communicating with the instructor, please put the course number: 34060 in the subject line so it gets noticed and not filtered as spam.

Methods of Teaching
This is an introductory, survey course in operations management. As such, broad coverage of foundation material is important and will be covered via textbook readings and recorded (video-based) lectures. The recorded lectures generally follow closely with the textbook but sections on productivity, forecasting, SPC, and project management, in particular, have additional content only via the recorded lectures.

Mastery of qualitative material is evaluated using both multiple choice quizzes and via written assignments. Some of these written assignments will count as quiz grades while more extensive ones are included in an Individual Investigation component. (See below for more details.)

Most quantitative problems will be investigated using activities called Excel Exercises (EEs). EEs use Excel to solve problems, and while not formally graded, do form the basis for exams. MS Project 2010 will also
be used for project management. (See below for more details.) It is assumed that students are proficient at using spreadsheets and performing statistical analyses as per the course prerequisites.

**Online students** will necessarily complete all requirements online while **in-class students** will complete many items during scheduled class meetings. In particular, in-class students will complete EEs during class time in a workshop format. **All students** are encouraged to use the online resources available. In addition to lecture videos, there are step-by-step solution videos for the EEs available to all students.

### Student Evaluation and Course Components

The following is a summary of the grade allocation and the base rules for assigning final grades:

<table>
<thead>
<tr>
<th>Course Component</th>
<th>In-Class</th>
<th>Online</th>
<th>Final Grade Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Quizzes/Assignments</td>
<td>20%</td>
<td>22%</td>
<td>90.0 to 100% A</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>89.5 to &lt;90.0% A-</td>
</tr>
<tr>
<td>2. Exams (4 equal wgt.)</td>
<td>56%</td>
<td>56%</td>
<td>88.5 to &lt;89.5% B+</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>81.5 to &lt;88.5% B</td>
</tr>
<tr>
<td>3. Individual Investigation</td>
<td>20%</td>
<td>22%</td>
<td>80.0 to &lt;81.5% B-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>79.5 to &lt;80.0% C+</td>
</tr>
<tr>
<td>4. Preparation/Participation</td>
<td>4%</td>
<td>0%</td>
<td>71.5 to &lt;79.5% C</td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td>100%</td>
<td>70.0 to &lt;71.5% C-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>60.0 to &lt;70.0% D</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Less than 60% F</td>
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*Scale may move down but will never move higher.*

#### 1. Quizzes/Assignments

Quizzes and other assignments over the chapters will be given during the semester. Most of the quizzes will be multiple-choice, where multiple-choice quizzes are taken via Blackboard during windows of time. Quiz windows will be several days in length and they may be taken whenever Blackboard is available. It is not possible to take a multiple choice quiz after the window closes. Additional assignments, such as reviews of articles or application activities (e.g., developing a process flowchart) are anticipated and each given will count as a quiz grade. Late written submissions are only accepted with prior approval in extenuating circumstances. Extenuating circumstances are rare and significant issues beyond student control and do not include forgetting or having a busy schedule. The lowest quiz grade will be dropped before averaging the quiz component for final grade calculation.

#### 2. Exams

Exams coincide with the sections noted on the schedule and consist of case-like instruments using Excel. There will be four equally-weighted exams during the semester, including the final exam. Exams build upon the Excel Exercises (EEs) and typically consist of developing a spreadsheet model to solve quantitative problems. Exams also may include short answer or essay questions, which may be related to analyzing the results from the spreadsheet calculations or to other concepts as a means to gain breadth in testing. **In-class students** will complete exams during class time. **Online students** will complete exams at their convenience during windows of time using a monitoring and validation process that will be explained and trialed before the first exam.

Exams must be completed as scheduled. Permission to deviate from the schedule must be approved in advance due to extenuating circumstances, which are rare and significant issues beyond student
control and do not include forgetting or having a busy schedule. Makeup exams may be a different format from the original and include essay only or oral exams.

3. Individual Investigation
All students are required to complete an individual investigation during the semester. Individual investigations challenge students to identify and apply relevant operations management concerns to external articles, white-papers, and personal experience. Students will have some choice in this process within parameters specified by the instructor, which includes, for example, what topics must be covered. For example, some students with little work experience in operations management may choose to read articles or white-papers suggested by the instructor and discuss how they apply to course/textbook concepts. Others, who have OM-related experience, may choose to discuss how these issues have been applied at work (both good practice and bad with improvement suggestions) to illustrate understanding.

These written assignments will be collected during the last week of class, before the final exam week, but should be completed throughout the semester. More details will be provided during the semester.

4. Preparation/Participation
*This issue does not pertain to fully online sections of the course.*

Classroom preparation and participation is weighted as noted above. Student application and discussion of material drawing upon personal experiences, the textbook, and outside references is critical to not only personal success but to the usefulness of the course. Considerable emphasis will also be placed on applying course concepts to solve problems using tools such as spreadsheets. As a result, computer lab sessions will also account for a major portion of this component.

The instructor is the final judge as to the level of preparedness and may deduct up to 10 percent from the participation portion of a grade for each incident (e.g., Two non-prepared events during a semester may result in a maximum grade of 80 percent on participation.) **Important note**—Absences may impact both the preparation and participation grades and lead to greater deductions than noted above.

5. Excel Exercises
Excel exercises (EEs) are important activities that deserve special discussion. EEs, while not graded, do form the foundation for exams. Think of EEs as the equivalent of homework problems using spreadsheets instead of hand calculations. EEs address operations management problems, such as forecasting or statistical process control, but are designed to do so in a manner that teaches you how to use spreadsheets for general decision making. You will find EEs are very structured where this structure actually teaches you about good problem solving and how to model a problem’s logic rather than just calculating results for a specific set of values. This will make more sense as we complete the EEs.

How should you approach/complete the EEs? **In-class students** will complete EEs during class time in an instructor-led workshop format. **Online students** will download PDFs from the Tentative Schedule
file that will be on Blackboard. These have the directions and links to all files and resources, including to the step-by-step solution videos. The solution videos are interactive so you should watch the video **while** you are completing the EE. These videos have pauses, etc. so you can try things first, but with guidance on how to proceed, before you see the solution. **All students** will find the exams include all aspects of spreadsheet design as detailed in the EEs. So, EEs are about much more than just calculating a specific result. By modeling problem logic, you will learn how to solve problems using spreadsheets instead of just knowing the mechanics of entering formulas, for example.

**Attendance and Engagement**

While attendance is only counted as a grade for in-class students, engaging with the content is critical to success of all students. Readings and lecture videos are completed individually by each student as personal needs and schedule dictate. **Complete lecture videos before the related in-class EE sessions.**

**As an upper-division core business course, expect to have at least nine hours a week devoted to class.** (i.e., three hours of class time plus two additional outside hours per class hour). **In-class students** will find most class sessions are in workshop format where the Excel Exercises (EEs) are completed interactively with the instructor. **Online students**, on the other hand, will complete all activities on their own, including the EEs via interactive solution videos. **All students** will have access to all online materials, including the EE solution videos.

Kent State University has a stopped attending failure (SF) grade faculty are to report during the semester for students who are not completing assignments and/or attending classes. **NOTE — this may impact Title IV student financial aid eligibility and awards, please manage this issue with the utmost care. Students are strongly encouraged to consult an academic advisor in Student Services before dropping courses.**

**Student Responsibilities**

The student is responsible for doing all assigned readings and internalizing all the material presented in class, which may or may not originate from the textbook. The student will be responsible for the material covered in the lectures, assigned textbook readings, presentations, and other assignments whether or not covered in the class lectures.

If you do not understand a topic or would like further explanation, don’t be afraid to ask as you are probably not the only one with a question.

The student is responsible for submitting the assignments when scheduled by the instructor. Absence from class does not excuse the student from any assignments made during the class period. Students should build networks of other students for study support and for communicating assignments in the unlikely event a class is missed. Students can also check with the instructor, of course.
In consideration of others, please turn off cell phones and do not access the internet, email, etc. during class. Texting, gaming and social networking are particularly obnoxious activities and will be dealt with as such. The instructor can accommodate emergency situations, please notify in advance.

Registration and Withdrawals

Students have responsibility to ensure they are properly enrolled in classes. Should you find an error in your class schedule, you have until January 27th to correct it with your advising office. If registration errors are not corrected by this date and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you will not receive a grade at the conclusion of the semester for any class in which you are not properly registered.

The course withdrawal deadline is March 24th. Withdrawal before the deadline results in a "W" on the official transcript; after the deadline a grade must be calculated and reported.

Note—Registration, attendance, and withdrawal issues may impact Title IV student financial aid eligibility and awards, please manage this issue with the utmost care. Students are strongly encouraged to consult an academic advisor in Student Services before dropping courses.

Academic Honesty

Use of the intellectual property of others without attributing it to them is considered a serious academic offense. Cheating or plagiarism will result in a failing grade for the work or for the entire course. Repeat offenses result in dismissal from the University. University guidelines require that all infractions be reported to the Student Conduct Officer on our campus.

Students Accessibility Services

University policy 3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-244-5047 or visit http://stark.kent.edu/student/resources/accessibility.cfm for more information on registration procedures).

Classes Canceled – Campus Closings

This issue does not pertain to fully online sections of the course.

Announcements of class cancellations and/or campus closings will be made on the campus home page. In the case of an emergency, weather-related or otherwise, please check the web page at stark.kent.edu for information on the buildings and times of the closing. While information may be broadcast by radio and television, this should be confirmed by the web page, which is the official announcement of the
campus and which will be the information used to determine issues related to student attendance, rescheduling of tests, and other concerns.

Please note: This course has significant materials available online so in the event of a class cancellation or campus closing, the instructor will contact you (via email or Blackboard) as to how those resources will be used to ensure you do not miss out on instruction and material and receive the value you deserve.

**Notice Of My Copyright And Intellectual Property Rights**

Any intellectual property displayed or distributed to students during this course (including but not limited to videos, PowerPoint’s, notes, quizzes, examinations) by the instructor remains the intellectual property of the instructor. This means that the student may not distribute, publish or provide such intellectual property to any other person or entity for any reason, commercial or otherwise, without the express written permission of the instructor.

**Content Guide**

Below is a general content guide for the course where a detailed calendar of coverage is maintained (and updated) in Blackboard. Content that is particularly applicable to the Individual Investigation assignment is specifically noted below for your reference.

**Section One--Foundations**

Ch. 1: Operations and Productivity

Ch. 2: Operations Strategy in a Global Environment

(Applicable to individual investigation assignment)

Ch. 8: Location Strategies

*Note: There are many location strategies in the chapter. You will be responsible for knowing qualitative issues related to the different models used in location analysis where the critical success factors (CSF)/factor rating method is covered in quantitative detail.*

**Section Two—Initiating and Designing**

Ch. 4: Forecasting

Ch. 5: Design of Goods and Services

Ch. 7: Process Strategy

*Note: Chapters 5 and 7 are combined into one lecture video.*

Ch. 11: Supply Chain Management

(Applicable to individual investigation assignment)

**Section Three—Measuring and Improving**

Ch. 6: Managing Quality

Ch. 6s: Statistical Process Control

Ch. 16: Just-in-Time and Lean Production Systems

(Applicable to individual investigation assignment)
Section Four—Managing and Coordinating

Ch. 12: Inventory Management
Ch. 13: Aggregate Planning
   (Applicable to individual investigation assignment)
Ch. 14: Material Requirements Planning (MRP) and ERP
   (Applicable to individual investigation assignment)
Ch. 03: Project Management
   
   MS Project 2010 will be used here.