

**University of North Carolina at Greensboro
 Bryan School of Business and Economics
 Department of Information Systems and Supply Chain Management**

SCM 302 Summer 1, 2019; Section 01

*OPERATIONS MANAGEMENT
 Syllabus*



Created By	Date	
Dr. Larry Taube	May 8, 2019	Version 01
Net Change: None – Version 1!		

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1.0 General Information

START Date: May 15, 2019

PLACE AND TIME:

This is an on-line “blended learning” course. There are no regularly scheduled “face-to-face” class sessions. However, if agreed, some face-to-face optional sessions may be offered for special purposes. Dr. Taube is in Greensboro most of the summer, so please ask if needed!

The blended learning approach incorporates standard e learning with added Web-ex Virtual Meeting sessions on a regular schedule. WebEx Virtual Meetings will be scheduled for each Module in the course, and all will be recorded. This will provide access for students unable to participate in “live” sessions.

WebEx Virtual Meetings will be used to present / clarify course concepts and allow opportunity for sharing and dialogue between the Professor and Participants. Participation either “in-person” or through “recordings” is strongly encouraged.

The professor can be contacted by e-mail and will be available for phone or WebEx meetings as required. These WebEx will be set up by eMail at mutually convenient times.

FACULTY MEMBER:

Dr. Larry Taube E-Mail: ltaube@uncg.edu
Department of Information Systems and Supply Chain Management
Virtual Office hours by appointment; please email!

REQUIRED COURSE MATERIALS:

The following text and on-line resources are required for this course:

- The online course is available in **CANVAS!**
- The Bookstore has three different packages, and you need to select any one or buy the components separately. The cheapest package is our e-text package with both our customized publication based on the required textbook (Operations Management by Heizer and Render) and required MyOMLab software. The other two packages provide the original text or a hardcopy of the customized text. You may also be able to buy the 12th or 11th editions via Amazon/Clegg/etc. and then purchase software from Pearson. Check on the cost of the software FIRST, since it can be expensive to buy it separately. The best edition to buy is the 12th, but the 11th does have minimal changes in it. You will be responsible for keeping up with page number discrepancies.
- MyOMLab is required. This software is available at the bookstore and direct from Pearson. Buy it early and use the password code to access it no later than the first two days of classes! This will allow you to do your online homework assignments and the quizzes. We have a very good deal with the publisher to buy the package in the bookstore! But, if you already have an inexpensive copy of the text, simply purchase MyOMLab.
- You may access the e-text and the MyOMLab on a trial basis for 14 days. You could then determine if the e-version will work for it; **it is less expensive.**
- You register for the MyOMLab by going through Canvas. Click on the link “MyLab and Mastering” in far-left menu on Canvas. That will take you straight to our section.

Important: When you register please use the same Name and eMail for MYOMLab as is listed in Canvas. The spelling of your name should be exactly the same.

BRIEF DESCRIPTION OF THE COURSE:

This course presents a survey of the operations functions of organizations with emphasis on the design and control decisions. This includes a study of the qualitative and quantitative problem-solving methods used to enhance managerial competence in the operations function.

CREDITS:

3.0 credit hours

PREREQUISITES:

Junior standing; ISM 110; ACCT, BADM, ENTR, FINC, INTB, ISSC, MKTG, or STHP major

INTRODUCTION TO TOPICS COVERED:

Operations Management is the process of converting resources into products. Resources may include materials, equipment, capital, and labor. Products may include manufactured goods or services.

"Operations" is defined here as the set of activities directed toward the conversion of resources into goods and services. The "Management" of these resources and activities is called production/operations management (P/OM). Production/operations management is concerned with an almost unlimited spectrum of organized efforts -- from the manufacture of printed electronic circuit boards to the delivering of a social service by a local government; from the fast-food business to the health services industry. All of these involve activities directed toward the conversion of resources into products.

Production/operations management (P/OM) has, in effect, been in existence since man first organized his efforts toward productive tasks, such as hunting, farming, building and trading. More recently production/ operations management has become a defined body of knowledge since the managerial revolution beginning in the early twentieth century. Production/operations management has its roots in many areas of study, such as industrial engineering, materials/inventory management, manufacturing management, production scheduling, quality control, forecasting, etc. Examples of questions that are of concern in the field of P/OM are:

- How do we reduce costs in our organization, and here at UNCG?
- How do we increase our workers' productivity in The Registrar's Office?
- Are we having quality problems with our heart surgeries?
- Where should we locate our new central distribution facility at Ralph Lauren?
- What route should a caseworker follow in handling his/her caseload?
- How many iPhones should we carry in December's inventory?
- How many Honda lawnmowers will we sell next year?
- Should we work overtime in Asheboro or hire new production workers in Mexico to make more Dustbusters?
- Should we make the components ourselves or should we outsource that to a supplier in China?
- Can we afford to automate part of our production process to make more office furniture at Brayton Furniture?
- Can we afford not to automate part of our production process?
- Should we sell our manufacturing plant in Asheboro?

GENERAL COURSE OBJECTIVES

The following basic objectives represent important learning goals of the course organization and content:

- Provide a basic understanding of the production/operations function of an organization and its relationship to the rest of the organization.
- Provide a basic understanding of the major decision areas, support systems, and tools used to solve the problems and provide decision-making information for production/operations management.
- Provide an opportunity to apply some of the tools and techniques used for production/operations management problems.

COGNITIVE COURSE OBJECTIVES:

On completion of the course, students should be able to:

- Differentiate between productivity, effectiveness, efficiency, and other performance measures for operations management.
- Explain the factors that make a service operation more difficult to manage as compared to a manufacturing operation.
- Compare and Contrast the different types of conversion systems (i.e., project, job shop, batch flow, line flow, and continuous flow processes).
- Use project management techniques to plan a project.
- Develop and use a process control chart for managing quality.
- Understand the role played by total quality management in organizations.
- Distinguish between long range, intermediate range, and short-range capacity planning in operations management.
- Identify the factors that influence the location of service versus manufacturing facilities.
- Identify the important aspects and issues related to facility design decisions.
- Discuss the role of logistics in operations management.
- Understand the role of a forecasting system in the operations of an organization.
- Explain the role of strategic sourcing in the procurement of materials for operations management
- Describe the typical objectives and constraints in the aggregate planning problem related to both manufacturing and service organizations.
- Differentiate the inventory management concerns between dependent demand items and independent demand items.
- Understand the value and importance of various Lean Systems/Total Quality Management (“JIT/TQM” or “Pull”) systems and techniques.
- Discuss the role of Enterprise-wide Resource Planning (ERP) Systems in organizations in general, and supply chain/network management in particular.
- Describe how operational and supply chain processes enable firms to deliver sustainable products and services to the marketplace.

INSTRUCTIONAL METHODOLOGY:

The methods employed to achieve these objectives will vary, but include:

- Textbook reading and study and practice assignments
- WebEx Virtual Meetings highlighting critical textbook material
- Graded Homework Problems and Multiple Choice Quizzes
- Interactive video clips, video cases, online reviews and assignments
- Virtual Plant Tour / Team Project

In general, the overall focus for this course assumes the average student will NOT become an operations specialist but does need to know the role of the operations manager in order to be successful in his/her own job in business, regardless of what that may be. For those of you who may wish to pursue additional courses in operations management toward a possible career in the area, this course serves as an important introduction to subsequent, more detailed course work.

PERFORMANCE EVALUATION AND GRADING:

The following criteria (points) will apply to the grading of assignments.

Grading Scale

	93 and above = A	90-92.9 = A-	
87-89.9 = B+	83-86.9 = B	80-82.9 = B-	
77-79.9 = C+	73-76.9 = C	70-72.9 = C-	
68-69.9 = D+	66-67.9 = D	64-65.9 = D-	< 64 = F

Grading Percentages:

The course grade will be calculated using the following weights:

MyOMLab Online Quizzes.....	20% - 10 points each (x12)
MyOMLab Homework Problems.....	10% - 10 points each (x6)
MyOMLab Exams	50% - 100 points each
Team Project.....	20% - Total of 120 points
Total.....	100% - 600 total points

COURSE ASSIGNMENTS:

MyOMLab Assignments: Students will be required to complete online assignments consisting of multiple choice quizzes and homework problems sets. These assignments will be based on material from the textbook and Web-ex Virtual Meetings. These assignments will cover basic material and are intended to test your understanding of the fundamentals of operations management. **The online assignments for any chapter should be completed by the due date indicated on MyOMLab.**

Exams: Exams will also be administered in MyOMLab. They may be a combination of multiple choice, essays, and problems. Exams will be comprehensive and will cover specific Modules.

Virtual Company Tour: This assignment will be a team project. Each team (of 5 to 6 individuals) will complete a virtual or actual tour of a publicly held company manufacturing or distribution facility and write a Report summarizing key findings. The Professor will provide a Microsoft Word Template for each of the three stages of the assignment.

Attendance: This is a virtual learning experience with addition of optional Web-ex Virtual Meetings to assist students in the learning process. WebEx Virtual Meetings will be recorded for those unable to attend at the specified time.

COURSE ASSIGNMENTS (Specifics):

MYOMLab Quizzes: Students are required to complete online quizzes in MyOMLab. Quizzes are based on material from the textbook and class notes and are intended to test your understanding of the fundamentals of operations management. No late assignments will be accepted. You can attempt each online quiz once, and you will have twenty minutes to complete the quiz.

MYOMLab Homework – Students are required to complete online homework assignments in MyOMLab. Homework is intended to be a major learning tool. The material is "fair game" for exam questions, you are expected to Blackboard Collaborate with other students (if you wish) and/or ask questions about the homework in class or during office hours. No late assignments will be accepted. You are allowed two attempts on each homework assignment. The highest of the two scores will be recorded. All Quizzes and Homeworks are worth 10 points each!

MYOMLab Exams - Exams will be a combination of multiple-choice questions and computational problems like questions used for practice exams, weekly quizzes and homework assignments. Please attempt and work ALL PRACTICE EXAMS; some exam questions are drawn directly from this exam preparation exercises! Short answer and / or discussion questions may be included as well. All exams will be given during scheduled time periods on the dates indicated on the syllabus. All three exams are worth 100 points each!

You must login and complete the scheduled exams during the scheduled time period. You will have a limited time frame to take the exam, and the clock can NOT be stopped once you start. You will have 30 minutes to complete the Multiple Choice Exams, and 90 minutes to complete the Computational Exams.

Important Note: As you can see there are many deliverables for this course, and all must be completed as scheduled. It is critical that students adhere to the schedule presented. All graded assignments are listed on the Calendar in Canvas and show on the Home Page when you log into the Course Site. This should be your primary reference for assignments to complete on specific dates.

BRYAN SCHOOL POLICIES

The UNCG Honor Policy: All students are expected to comply with the UNCG Honor Policy, described at the following page: <http://academicintegrity.uncg.edu/complete>.

The Faculty & Student Guidelines: Bryan Faculty and students in this course are expected to adhere to the guidelines stated at this link: <http://bryan.uncg.edu/wp-content/2017/08/Faculty-and-Student-Guidelines-2018-2019.pdf>

2.0 Bryan School of Business Mission & Links to Course Objectives

Student Learning Goals

Each program within the Bryan School has separate learning goals as listed with the degree program. The essential components of a professional education in business (excluding the B.S. and B.A. in Economics and the B.S. in Consumer, Apparel, and Retail Studies) include common courses for breadth and opportunities for advanced work for depth in the various business disciplines. These core business programs share the following common learning goals:

1. Students will implement the various steps of the critical thinking process, supported by the appropriate use of analytical and quantitative techniques, to formulate recommendations for subsequent decision-making.
2. Students will apply appropriate ethical standards when making recommendations for business decision-making.
3. Students will evaluate business decisions in the context of sustainability goals, balancing environmental, social, and economic needs, conditions, and potential decision impacts.
4. Students will formulate appropriate strategies, in the context of global issues and forces, to improve business performance in the world economy.
5. Students will explain the roles of innovation and innovation management in achieving successful business strategies, decisions, and performance.
6. Students will be able to plan, schedule, contribute to, and lead projects.

Impact of this Course on the Program Student Learning Goals

Upon successful completion of Operations Management (SCM302), students will have met the Student Learning Goals on Sustainability (#3 above). Students will also meet various components of the Critical Decision-Making (#1), Ethical Management (#2), Global and Multicultural (#4), and Collaboration, Communication, and Knowledge-Integration (#6) Goals.

SCM 302 supports student learning in five different Student Learning Goals areas.

Critical Decision-Making (#1) - The course provides instructions and assessments for six major analytical and managerial problems. Students are required to analyze data, make a presentation of the important factors and numerical results, and provide a recommendation for management.

Ethical Management (#2) – The course discusses ethical management practices and actions in several different chapters within the text, and students analyze the ethical practices within their report on their virtual company.

Sustainability (#3) - The course devotes one chapter and one week's of time to various Sustainability issues. We introduce the 3R's and discuss how companies are improving CSR in different manners. Quiz used for assessment.

Global issues (#4) with a focus on operational planning/organizing/controlling in global/multicultural environments - The course and instructors consistently use international and foreign company examples as part of our continuous improvement and supply chain management chapters.

Communication and Team-Based Projects with a focus on managing and controlling projects (#6) - The course requires teams of students to plan and manage a semester-long project focused on different operational or transportation or logistics firms. The teams analyze the present competitive and operational status of the firm, and make recommendations for improvement. They may use some of the specific project management tools and techniques taught earlier in the course, as appropriate for their specific firm and planning needs.

3.0 Course Schedule

(Note: adjustments may need to be made during Summer Session. Chapter References are numbered according to the 11th Edition used in the Custom Text. Refer to Chapter Titles for other Editions!)

May 15, 2019:

Module 01: Operations Productivity & Strategy in a Global Environment

Operations Management 11th Ed: Chapter 1 and 2 (Quizzes are only **Practice** for this Module)

Note: Multiple Web-ex Sessions will be scheduled. Please view Canvas Calendar for details.

May 16 and 17:

Module 02: Project Management

Operations Management 11th Ed: Chapter 3

May 20 and 21:

Module 03: Forecasting

Operations Management 11th Ed: Chapter 4

May 22:

Module 04: Design of Goods and Services / Sustainability (with Extra Credit Videos)

Operations Management 11th Ed: Chapter 5 on Sustainability in the Supply Chain

Exam #1 (Comprehensive: Modules 01 – 04; Available May 24 and 25!)

May 27: Enjoy our **Memorial Day!!**

May 27 and 28:

Module 05: Managing Quality and Statistical Quality Control

Operations Management 11th Ed: Chapter 6

May 29:

Module 06: Process Strategy and Capacity Management

Operations Management 11th Ed: Chapter 7

May 30 and 31:

Module 07: Location Strategies

Operations Management 11th Ed: Chapter 8

June 3:

Module 08: Layout Strategies

Operations Management 11th Ed: Chapters 9

June 4 and 5:

Module 09: Supply Chain Management

Operations Management 11th Ed: Chapter 11

Exam #2 (Comprehensive: Modules 05 – 09; Available on June 7 and 8!)

June 10 and 11:

Module 10: Inventory Management
Operations Management 11th Ed: Chapter 12

June 12:

Module 11: Aggregate Planning and S&OP
Operations Management 11th Ed: Chapter 13

June 13:

Module 12: Material Requirements Planning (MRP) and ERP
Operations Management 11th Ed: Chapter 14

June 14:

Module 13: JIT and Lean Operations
Operations Management 11th Ed: Chapter 16

Exam #3 (Comprehensive: Modules 10 – 13; Available on June 16 and 17!)

June 19:

Final Written Report Due for Virtual/Actual Company Tour – 11PM on June 19, 2019

4.0 Biographical Sketch Of Faculty Member

Larry R. Taube, CPIM is an Associate Professor in the Department of Information Systems and Operations Management Department in the Joseph M. Bryan School of Business and Economics at the University of North Carolina at Greensboro. He has been a member of the Bryan Faculty since 1982 - 34 years! Dr. Taube is also the Director of the Undergraduate Program in the Bryan School. He holds a bachelor's degree in Chemical Engineering and a Master's Degree in Industrial Management from Clarkson University in New York, and a Ph.D. in Business Administration (with concentrations in Operations Management) from The University of North Carolina at Chapel Hill.

Prior to UNCG, Dr. Taube has taught at Clarkson University, The University of North Carolina at Chapel Hill, Bowling Green State University, and Duke University. His teaching and research interests include Supply Chain Management, Production Planning and Control, Global Operations Strategy, and Enterprise Resource Planning Systems. He has published in journals such as *European Journal of Operations Research*, *International Journal of Production Research*, *MIS Quarterly Executive*, *Omega*, *Industrial Management & Data Systems*, *Case Research Journal*, etc.

Dr. Taube is active with APICS (The Association for Operations Management) at the Society, Regional and Local levels and with ISM (Institute for Supply Management) at the Regional and Local levels. He has been certified in Production and Inventory Management (CPIM) and has taught supply chain certification courses for APICS chapters and companies (including Ciba, Syngenta, New Breed, VF Corporation and other Fortune 500 companies). He is also certified by ISM as a CPSM fellow. He is presently serving the Triad Chapter of ISM as President for our local chapter.

5.0 Course Governance and Expectations

PREAMBLE – OUR COMMITMENT

The administration, faculty, staff, and students of the Bryan School of Business and Economics at UNCG are committed to professional and ethical behavior in all areas of their academic and professional lives. The principles and expectations established in this document and the addendums encompass many aspects of professional behavior and integrity. It is not an exhaustive list, since change is part of life both inside and outside the university.

This set of Guidelines constitutes a statement of values and expectations; concerns and issues are still best addressed by conversations between the individual faculty member and student. If further discussions are necessary, please contact the faculty member's Department Head.

EXPECTATION OF ALL LEARNING COMMUNITY MEMBERS

The first sentence of the UNCG Student Code of Conduct is: "Members of the UNCG community respect fundamental principles for ensuring a campus environment conducive to peaceful and productive living and study. These principles include five values: honesty, trust, fairness, respect, and responsibility." All university members (students, faculty, and staff) have a responsibility to uphold these five values, and this is true in the Bryan classroom environment and related academic activities.

EXPECTATIONS OF STUDENTS

Students in the Bryan School must conform to all existing principles found in UNCG's Academic Integrity Policy and the Student Code of Conduct. Further details may be found at the following sites: "<http://academicintegrity.uncg.edu/complete/>" and "<http://studentconduct.uncg.edu/policy/code/>" The attached addendum lists specific expectations of students regarding the learning process and environment at the Bryan School.

EXPECTATIONS OF FACULTY

Faculty in the Bryan School must conform to all existing UNCG codes and policies, and their teaching roles are of particular relevance to these Guidelines (see "http://provost.uncg.edu/faculty/h_section4.asp" for further details). The attached addendum lists specific expectations of faculty regarding the learning process and environment at the Bryan School.

Footnote 1: This document does not constitute a binding contract between students and the University.

Footnote 2: Portions of these Guidelines were modeled after the Professional Standards developed by the College of Business at Illinois State University. We thank them for their contributions!

6.0 Summary of Module steps to be successful in SCM302 On-Line

As mentioned above, this course is offered On-Line, but is delivered in a blended approach to provide some interpersonal interaction between the Professor(s) and Student(s). The following Table outlines the various activities that are established / provided to enhance student learning experiences and their overall probability of success.

You will see these Seven Steps repeated in each Canvas Module for the course. Please try to follow these steps initially. Students will find other approaches to accommodate their learning styles but try to follow this process early in the semester and modify as you go through our SCM302 course!

Step	Task	Timing
1	Skim Chapter(s) assigned for each Module	Every Day in the Summer!!
2	View the abbreviated PowerPoint Slide Presentation and Participate in Module's Web-ex Session (Face to Face or Recorded version) - normally hosted by Dr. Taube	Summers are really compacted with work! We are doing 13 weeks of stuff in 25 days! We cover each Module in 2 days instead of 1 week!
3	Read Chapter and view all Detailed Lectures and PowerPoint slides for Module found on WordPress. Begin working on On-line Quiz (2 attempts allowed) and Practice Homework.	Try to consistently work through all the Links available in Canvas for each Module!
4	REQUIRED: View all Step 4 materials for each Module, including any Camtasia Recording. All materials are fair game for upcoming Exams.	View Canvas for Due Dates!
5	REQUIRED: Complete On-Line Quiz and any Homework for Module (graded assignments). There are 12 Graded Quizzes and 6 Graded Homeworks in total for SCM302!	View Canvas for Due Dates!
6	Repeat this Process for each Module!!	Every Day in the Summer!!