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1.0 General Information

START Date: January 13, 2020

PLACE AND TIME:
This is a 100% 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. Students can also schedule face-to-face meetings with me.

The learning approach incorporates standard e-learning with added pre-recorded Web-ex Virtual Meeting sessions and/or live sessions on a regular schedule based on the topic being studied. WebEx Virtual Meetings, if offered, will all be recorded. This will provide access for students unable to participate in “live” sessions to “participate” later.

The most accessible means to contact the professor is through email.

FACULTY MEMBER:
Dr. Kwasi Amoako-Gyampah E-Mail: Kwasi_amoako@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.

SCM 302 Bundle W/Access
ISBN:9781323628881
$185.00
This is the MyOMLab and the E-text and a loose leaf printed version of the textbook.

Operations Mgmt W/MYOMLAB W/ETEXT
ISBN:9780134422404
$342.00
This is the MyOMLab and the E-text and a hardcover textbook

Operations Mgmt MYOMLAB W/ PEARSON W/ETEXT
ISBN:9780134422404
$157.00
This is the MyOMLab and the E-text.

You may also be able to buy the 12th or 11th editions via Amazon/Clegg/etc. and then purchase the MyOMLab 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 can also be obtained directly from Pearson (the textbook publisher). Buy it early and use the password code to access it no later than the end of the first week of classes! This will allow you to do your online homework assignments, quizzes and exams. 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 you; it is less expensive.

• You should register for MyOMLab by going through Canvas. There are instructions on the Course Documents folder. Subsequent logins after you sign up for the first time will be simply clicking on the link “MyLab and Mastering” on the far-left menu on the Canvas course page. That will take you straight to your section.

**Important:** When you register for MYOMLab please use the same Name and eMail for MYOMLab as is listed in Canvas. The spelling of your name should be exactly the same. Otherwise your grades might not transfer from MYOMLab to Canvas.

**BRIEF DESCRIPTION OF THE COURSE:**
This course presents a survey of the operations functions of organizations with emphasis on the design, planning, 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 and services.

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 the worker 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 vacuum cleaners?
• 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 Thomasville?

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
• Graded Exams
• 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

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>552 and above</td>
</tr>
<tr>
<td>A-</td>
<td>537-551</td>
</tr>
<tr>
<td>B+</td>
<td>519-536</td>
</tr>
<tr>
<td>B</td>
<td>489-518</td>
</tr>
<tr>
<td>B-</td>
<td>477-488</td>
</tr>
<tr>
<td>C+</td>
<td>459-476</td>
</tr>
<tr>
<td>C</td>
<td>436-458</td>
</tr>
<tr>
<td>C-</td>
<td>417-435</td>
</tr>
<tr>
<td>D+</td>
<td>405-416</td>
</tr>
<tr>
<td>D</td>
<td>396-404</td>
</tr>
<tr>
<td>D-</td>
<td>384-395</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 384</td>
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</tbody>
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Grading Percentages:
The course grade will be calculated using the following weights:

- MyOMLab Online Quizzes………………. 17% - 12-14 points each (102 pts total)
- MyOMLab Homework Problems………. 18% - 7-15 points each (108 pts total)
- MyOMLab Exams ............................. 50% - 100 points each (3 exams; 300 total)
- Team Project ............................. 15% - Total of 90 points
- Total........................................... 100% - 600 total points

Grades recorded in Canvas are not based on the above weights. Canvas is a mere repository for raw scores and final grades will be determined using the above weights.

COURSE ASSIGNMENTS:

MyOMLab Assignments: Students will be required to complete online assignments consisting of multiple choice quizzes, homework problems, and exams. These assignments will be based on material from the textbook, practice examples from MYOMLab, recorded WebEx videos, and live WebEx Virtual Meetings. These assignments will cover basic material and are intended to test the student’s understanding of the fundamentals of operations management. The online assignments for any chapter
should be completed by the due date indicated in MyOMLab.

**Exams:** Exams will also be administered in MyOMLab. They may be a combination of multiple choice Part I, and problem type questions (Computation). Exams will not be comprehensive and will cover specific Modules.

**Virtual/Physical Company Tour:** This assignment will be a team project. Each team (up to 7 individuals but can be less) will complete a “virtual tour” 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 different portions of the report. This assignment makes up 15% of your course grade so you need to pay attention and start it early. Details are provided on Canvas.

**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 materials 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. There will be only one attempt for each quiz. You will have 20 minutes to complete the quiz and the quiz must be completed in one session. Most quizzes will have a video component so be aware of that as you manage the quiz time. Practice Quiz assignments do not count toward your overall course grade. They however represent good learning aids for homework and exams.

**MYOMLab Homework** – Students are required to complete seven online homework assignments in MyOMLab. Homework is intended to be a major learning tool. The material is "fair game" for exam questions, you may study with other students (if you wish) and/or ask questions about the homework through Canvas or by contacting the instructor. No late assignments will be accepted. You are allowed at least two attempts on each homework assignment. The highest score will be recorded. Practice Homework assignments do not count toward your overall course grade. They however represent good learning aids for homework and exams.

**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 these exam preparation exercises! All exams will be given during scheduled time periods on the dates indicated on the syllabus. All three exams are worth 100 points each! Practice exams do not count toward your overall course grade but they help you prepare for the exams.

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 the exam. 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 up on the Home Page when you log into the Course Site. This should be your primary reference for assignments to complete on specific dates.
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 the Session. Chapter References are numbered according to the 11th Edition used in the Custom Text. Refer to Chapter Titles for other editions!)

Week of January 13:
Module 01: Operations Productivity & Strategy in a Global Environment
Operations Management 12th Ed: Chapter 1 and 2 (Quizzes are only Practice for this Module)
Note: Multiple Web-ex Sessions might be scheduled. Please view Canvas Calendar for details.

Week of January 20:
Module 02: Project Management
Operations Management 12th Ed: Chapter 3

Week of January 27:
Module 03: Forecasting
Operations Management 12th Ed: Chapter 4

Week of February 3:
Module 04: Design of Goods and Services / Sustainability
Operations Management 12th Ed: Supplement 5 on Sustainability in the Supply Chain

Exam #1 (Comprehensive: Modules 01 – 04; Available Friday February 7, from 5:05 pm through 11:59 pm Saturday, February 8)

Weeks of February 10 and February 17:
Module 05: Managing Quality and Statistical Quality Control
Operations Management 12th Ed: Chapter 6 and Supplement 6

Week of February 24
Module 06: Process Strategy and Capacity Management
Operations Management 12th Ed: Chapter 7

Spring Break February 29-March 8, 2020

Week of March 9:
Module 07: Location Strategies
Operations Management 12th Ed: Chapter 8

Week of March 16:
Module 08: Layout Strategies
Operations Management 12th Ed: Chapters 9

Week of March 23:
Module 09: Supply Chain Management and Prepare for Exam 2
Operations Management 11th Ed: Chapter 11
Exam #2 (Comprehensive: Modules 05 – 09; Available Friday March 27 from 5:05 pm through 11:59 pm Saturday, March 28)

Week of March 30:
Module 10: Inventory Management
Operations Management 12th Ed: Chapter 12

Week of April 6:
Module 11: Aggregate Planning and S&OP
Operations Management 12th Ed: Chapter 13

Week of April 13:
Module 12: Material Requirements Planning (MRP) and ERP
Operations Management 12th Ed: Chapter 14

Week of April 20:
Module 13: JIT and Lean Operations
Operations Management 12th Ed: Chapter 16

Week of April 27; Review for exam, and Team Project report due 11:59 pm Tuesday April 28, 2020.

Exam #3 (Comprehensive: Modules 10 – 13; Available 5:05 pm Friday, May 1 through 11:59pm Saturday May 2)
4.0 Biographical Sketch Of Faculty Member

Kwasi Amoako-Gyampah is Professor of Supply Chain and Operations Management, and Director of Graduate Studies, Department of Information Systems & Supply Chain Management, Bryan School of Business & Economics, University of North Carolina Greensboro, USA. I served as head of the Department of Information Systems & Supply Chain Management from 2004-2013. I grew up in Ghana where I obtained a Bachelor of Science degree in Metallurgical Engineering (Honors) from the Kwame Nkrumah University of Science & Technology. After a few years in industry, I came to the US and got a master’s in Metallurgical Engineering from the Missouri University of Science & Technology (Rolla), followed by an MBA from Virginia Tech, and a PhD in Operations Management from the University of Cincinnati.


I am a three time recipient of the Carnegie African Diaspora Fellowship awarded by the Institute of International Education (IIE), Washington, DC from 2014-2019, I was in Ghana for two summers mentoring faculty at a university in Ghana on research and curriculum development. I was on fellowship at the United States International University in Kenya in 2019 helping the Chandaria School of Business develop and deliver an online MBA program. I am a big soccer enthusiast with Chelsea as my team and of course the Ghana Black Stars as the favorite national team.

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
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!