MGMT 3305 – Production and Operations Management

Course Description/Overview

“Make only as much as the customer will buy. Don't make things the customer won’t buy” - Taiichi Ohno

Production and Operations Management (POM) is concerned with management of resources and activities that produce and deliver goods and services to the customers. Efficient and effective management of operations will provide an organization with major competitive advantage. The ability to respond to customer needs at lower cost, higher quality and faster delivery is critical to survive and succeed in a global competitive environment. By integrating operations successfully into their business models, companies such as Toyota (manufacturing) and Wal-Mart (retailing) have shown that efficient and effective operations are critical for the success of an organization.

This course will focus on basic concepts, issues, and techniques for efficient and effective management of operations. Both qualitative concepts and quantitative problems will be used to learn in this course. Topics include operations strategy, product and service design, capacity planning, location planning, demand forecasting, aggregate planning, master scheduling, material requirements planning, enterprise resource planning, inventory management, lean operations and supply chain management.

Prerequisite Knowledge
MGMT 2331, Internet for Research

Class Meeting Times
Section 3305-020: Tue and Thu: 9.30 am - 10.45 am

Course Technology
ASU Blackboard, MS Office, Internet for Research

Faculty/Instructor Information

Name: Raj Kamalapur, Ph.D.
Title: Associate Professor
Office: RAS 205
Phone: 325-486-6632
E-Mail: raj.kamalapur@angelo.edu
Office Hours: Tue and Thu from 11.00 am – 1.00 pm,
Wed 10.30 am – 12.30 pm, and by appointment
Hobbies: Playing Golf, Tennis, Segway, Music, Travel, etc.
Technical Support

The Technology Service Center (TSC) may be contacted for any technical support by calling (325) 942-2911 or 1-866-942-2911 or by email at helpdesk@angelo.edu

Course Objectives

Learning Objectives
Upon completion of this course, students will be able to...

1. Understand the strategic role and the importance of operations management in creating and enhancing a company’s competitive advantage
2. Understand the key concepts and issues of operations management in both the manufacturing and service organizations
3. Understand the interdependence of the operations function with the other key functional areas of an organization
4. Apply analytical skills and problem-solving tools to the analysis of different operations management problems
5. Using team project, understand how different companies in different industries use operations to develop a successful business strategy

Assessment Methods

Three exams, three quizzes and team project reports will be used to assess the learning in this course

Course Textbook and Recommended Readings


Grading Policies

This course employs the following to measure the student learning.

<table>
<thead>
<tr>
<th>Course Evaluation</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>100 points</td>
</tr>
<tr>
<td>Exam 2</td>
<td>100 points</td>
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<tr>
<td>Final Exam</td>
<td>100 points</td>
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<tr>
<td>Quizzes (3 x 20)</td>
<td>60 points</td>
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<tr>
<td>Team Project</td>
<td>40 points</td>
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<td>Total Points</td>
<td>400 points</td>
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</table>
Angelo State University employs a letter grade system. Grades in this course are determined on a percentage scale:

A = 90.0 – 100 %  
B = 80.0 – 89.9 %  
C = 70.0 – 79.9 %  
D = 60.0 – 69.9 %  
F = Below 60 %

** Remember: Grades are not given by me, they are earned by you **

Class General Guidelines

Your involvement in class is critical for the learning process. Students are expected to attend, engage and participate in class discussions. Learning is also closely linked to your own contribution and interaction in class - in other words come prepared to participate in class discussions, work on problems, bring in materials or information to share, interact with your professor and your classmates, talk to me during office hours, etc.

Your future careers as business leaders will require you to exhibit professional courtesy, and to possess strong work ethic. You need to be on time and should treat the class as a business meeting and be courteous and respectful of all fellow students, the professor and the educational experience (this will be helpful in your career). Students are expected to pay attention and listen attentively when the professor or other students are speaking.

During class, turn off and put away all the electronic devices (cell phones, laptops, etc.) in backpacks, purse, etc. Research has established that electronic devices (cell phones, laptops, etc.) are distracting and impact students learning experience. If you are expecting an important call during class time, set the phone to vibrate mode and please talk to me before class about the potential disruption. Also during the class, you are expected not to discuss or work on things that are unrelated to this course.

Classroom Etiquette: Please arrive on time, no food in the class, no side conversations, no photography or video recording. Cell phones, laptops, or any other electronic devices must be turned off and put away during class. Cell phones cannot be used as a calculator for exams in this class (Enjoy the class ☺ hopefully these things will not be an issue in this class as I consider all of you to be responsible adults)

** Note: Turn off and put away all mobile and electronic devices **

Communication and Response Time

ASU Blackboard and ASU Email will be used for communication from me to the entire class. I will be posting course related documents and the course announcements on Blackboard. You are expected to check your email and course Blackboard on a regular basis. You need to use ASU email account, as I will not respond to other email accounts like Yahoo, Gmail, etc. (as some of these emails may come from unreliable sources).
I recommend that you include “MGMT 3305 In-Class” in the subject line of all emails sent to me for this course. When you email me, use a proper salutation, a proper closing, proper grammar and spelling, as you would in a professional business letter (this will be helpful in your career). I will respond to any weekday emails within 24 hours (most often, it is much earlier than that). I may or may not be able to check and respond to emails during the weekend. So plan accordingly, as emails sent during the weekend may be answered on the following Monday if not during the weekend.

I encourage you to meet with me during my office hours (and by appointment) to discuss any questions you may have related to this course (feel free to stop by my office if you have any questions). If you have any questions that need explanation, then you need to meet and discuss with me, as email is not a very effective medium for these situations.

If you have questions about grading, your performance in the class, or any personal issues that you need to discuss, you must come in during my office hours (and by appointment) to talk to me. Email is not an effective way to discuss these issues. This is to encourage proper business conduct in the courses that will help you to be successful in your career.

**All Quizzes**

All quizzes will be closed book and closed notes. The quizzes will cover materials from the required textbook, PowerPoint slides, lectures and class discussions. Quizzes may consist of true-false and/or multiple-choice questions. All quizzes and exams will be graded and reviewed in-class within one week of the quizzes and exams. There will be no makeup quizzes for any missed quizzes.

**All Exams**

All exams will be closed book and closed notes. Formulas and equations needed to solve problems will be provided for exams. Exams will cover materials from required textbook, PowerPoint slides, lectures and class discussions. Exams may consist of true-false questions, multiple-choice questions, and quantitative problems.

The solution for exams and quizzes will be reviewed briefly in class after the exams and quizzes are graded. After we have completed our review, make sure that you return all documents to me to avoid getting a zero on that exam or quiz. Students can meet with me to ask questions about their graded exams or quiz at the end of class or during the office hours. This will allow me to provide you my undivided attention and answer any specific questions you may have. There will be no makeup exams. Any makeup exams may only be allowed with valid documented excuse (but still are at the discretion of the professor).

**Team Project**

You are expected to form a team with 4-5 students (min 4 and max 5 students) to work on the team project. Each team will develop and submit team project reports for an assigned company before the due date. To help all students, the team project report is broken down into two parts (Report 1 & Report 2). The team project consists of a review of a company’s background, operations management decisions, financial situation, current plans, future plans, and your recommendations. More details for the team project will be provided on the course Blackboard and will also be discussed in the class.
Participation/Absenteeism

Your attendance and participation in-class are essential for your learning and helps you to build good work ethic. If you are not present, you would miss out on the learning available during the class. We will have in-class discussions and work on problems along with other course related things in-class that will help you to do well in this course. Research has shown that students, who regularly attend classes, generally perform better. Each student is allowed a maximum of three absences (excused or unexcused) during the semester.

I usually curve the grade, and absences greater than three are considered excessive and will not qualify you for any curve that is given at the end of the semester.

Missed/Late Work

No late work will be accepted for any reason. Reasonable deadlines have been set to ensure that you have adequate time to complete your work. So plan ahead, and do not wait until the last moment to complete your work.

Extra Credit Work

There is no extra credit work for any individuals. Extra credit work for individuals discriminate against students who submit their work in good order and on time. Therefore, I do not allow extra credit assignments, unless I do so for the entire class. If you keep up with your regular work each week, there will be no need for any extra credits.

Course Policies

Academic Honesty and Integrity

Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university Academic Honor Code, which is in both print and web versions of the ASU Student Handbook.

Academic integrity is expected. This includes, but is not limited to, any form of cheating, plagiarism, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do not violate this trust. Violation of academic integrity will result in a failing grade for the course.

It is the professor’s intention to be as fair and impartial as is humanly possible. Therefore, all students will be asked to adhere to the same set of guidelines and rules UNLESS there are disabilities or documented extenuating circumstances that have been discussed with the professor and the Student Life Office. Please make sure you inform the professor as soon as any situation arises. Do NOT wait until the problem is compounded by poor class performance, poor attendance, etc.

Academic integrity is expected. This includes, but is not limited to, any form of cheating, plagiarism, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do not violate this trust. Violation of academic integrity will result in a failing grade for the course.
Plagiarism

Plagiarism is a serious topic covered in ASU’s Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else’s work, idea, etc., and passing it off as one’s own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list. Papers are subject to be evaluated for originality via Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center.

Copyright Policy

Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

Courtesy and Respect

Courtesy and Respect are essential ingredients to this course. We respect each other's opinions and respect their point of view at all times while in our class sessions. The use of profanity & harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, life style, race (ethnicity), religion, etc. violations of these rules will result in immediate dismissal from the course.

Accommodations for Disability

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA), and subsequent legislation.

Student Affairs is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student’s responsibility to initiate such a request by emailing the studentservices@angelo.edu, or by contacting:

Mrs. Dallas Swafford
Director of Student Development
Office of Student Affairs
University Center, Suite 112
325-942-2047 Office
325-942-2211 FAX
Dallas.Swafford@angelo.edu
Title IX

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SAVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manner:

- Online: www.angelo.edu/incident-form
- Face to Face: Mayer Administration Building, Room 210
- Phone: 325-942-2022
- Email: michelle.boone@angelo.edu

Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325-486-6345), or the University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State’s policy please visit: www.angelo.edu/title-ix.

Code of Ethics

Students, faculty, administrators and professional staff of the Norris-Vincent College of Business should always:

- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one’s actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect basic dignity of others by treating them as one would wish to be treated

Course Drop

To view the information about how to drop this course or to calculate the important dates relevant to dropping this course, you can visit http://www.angelo.edu/services/registrars_office/course_drop_provisions.php.
Student Absence for Religious Holidays

As stated in the Angelo State University Operating Policy and Procedures (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to miss class to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.

Incomplete as a Course grade

As stated in the Angelo State University Operating Policy and Procedure (OP 10.11 Grading Procedures), the grade “I” is given when the student is unable to complete the course because of illness or personal misfortune. For undergraduates, an “I” that is not removed before the end of the next long semester automatically becomes an "F". A graduate student will be allowed one year to remove a grade of “I” before it automatically becomes an “F”. To graduate from ASU, a student must complete all “I's”.

Grade Appeal Process

As stated in the Angelo State University Operating Policy and Procedures (OP 10.03 Student Grade Grievances), a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, has experienced inequitable evaluation procedures, or inappropriate grading practices, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the grade appeal process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at: http://www.angelo.edu/content/files/14196-op-1003-grade-grievance.

Final Exam

Final Exam will be based on all the chapters completed after the Exam 2. The final exam will be on 05/07/20 (Thu) from 8.00 am – 10.00 am. More details for this exam will be provided in the class. Good luck 😊
# Course Outline

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Chapters and Topics</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Course Module 1</strong></td>
</tr>
<tr>
<td>Week 1</td>
<td>01/13 – 01/17</td>
<td>Brief Introduction, Syllabus, Team Project, etc.</td>
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<tr>
<td>Week 2</td>
<td>01/20 – 01/24</td>
<td>Chapter 01 – Introduction to Operations Management</td>
</tr>
<tr>
<td>Week 3</td>
<td>01/27 – 01/31</td>
<td>Chapter 02 – Competitiveness, Strategy and Productivity</td>
</tr>
<tr>
<td>Week 4</td>
<td>02/03 – 02/07</td>
<td>Chapter 03 – Demand Forecasting (<strong>Quiz 1: 02/04</strong>)</td>
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<tr>
<td>Week 5</td>
<td>02/10 – 02/14</td>
<td>Chapter 04 – Product and Service Design</td>
</tr>
<tr>
<td>Week 6</td>
<td>02/17 – 02/21</td>
<td><strong>Exam 1: 02/18</strong> (Chapters from Week 1 – Week 5)</td>
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<td><strong>Course Module 2</strong></td>
</tr>
<tr>
<td>Week 7</td>
<td>02/24 – 02/28</td>
<td>Chapter 05 – Strategic Capacity Planning</td>
</tr>
<tr>
<td>Week 8</td>
<td>03/02 – 03/06</td>
<td>Chapter 08 – Location Planning &amp; Analysis (<strong>Report 1: 03/03</strong>)</td>
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<tr>
<td>Week 9</td>
<td>03/09 – 03/13</td>
<td>No Classes – Spring Break 😊</td>
</tr>
<tr>
<td>Week 10</td>
<td>03/16 – 03/20</td>
<td>Chapter 09 – Management of Quality (<strong>Quiz 2: 03/17</strong>)</td>
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<tr>
<td>Week 11</td>
<td>30/23 – 03/27</td>
<td>Chapter 11 – Aggregate Planning, MPS</td>
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<tr>
<td>Week 12</td>
<td>03/30 – 04/03</td>
<td><strong>Exam 2: 03/31</strong> (Chapters from Week 7 – Week 11)</td>
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<tr>
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<td></td>
<td><strong>Course Module 3</strong></td>
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<tr>
<td>Week 13</td>
<td>04/06 – 04/10</td>
<td>Chapter 12 – MRP and ERP Systems</td>
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<tr>
<td>Week 14</td>
<td>04/13 – 04/17</td>
<td>Chapter 13 – Inventory Management</td>
</tr>
<tr>
<td>Week 15</td>
<td>04/20 – 04/24</td>
<td>Chapter 14 – JIT and Lean Operations (<strong>Quiz 3: 04/21</strong>)</td>
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<tr>
<td>Week 16</td>
<td>04/27 – 05/01</td>
<td>Chapter 15 – Supply Chain Management (<strong>Report 2: 04/30</strong>)</td>
</tr>
<tr>
<td>Week 17</td>
<td>05/04 – 05/08</td>
<td><strong>Final Exam 05/07</strong> (Chapters from Week 13 – Week 16)</td>
</tr>
</tbody>
</table>

Note: This is a tentative course schedule. As some chapters are longer than others, some chapters/topics will overlap and may be covered in the preceding or the following weeks. Also, based on how the course is progressing, course schedule may be updated or changed to meet the course requirements. Good Luck 😊