MGMT 3305 – Production & Operations Management

Course Description/Overview

Operations Management is concerned with management of resources and activities that produce and deliver goods and services to customers. This course will focus on the basic concepts, issues, and techniques for efficient and effective management of operations. Topics include operations strategy, product and service design, capacity planning, location planning, demand forecasting, aggregate planning, master scheduling, material requirements planning, enterprise resource planning, quality management, inventory management and supply chain management.

Prerequisite Knowledge
Math 1324

Course Technology
Basic knowledge of internet searches and basic use of Microsoft office products.

Class Meeting Times
Online

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

Faculty/Instructor Information

Name: Ryan N. Schmidt, PhD, MBA, MS, CMRP  
Title: Associate Professor  
Office: Online  
Primary Contact: Blackboard Messages (email)  
Cell Phone: (806) 787-9352 [for emergency use only; texts or calls accepted]  
E-Mail: rschmidt6@angelo.edu  
Office Hours: As scheduled via student/faculty member (schedule 24 hours in advance of intended meeting time)

BBA Learning Goals Assessed

<table>
<thead>
<tr>
<th>Learning Goal</th>
<th>Introduced (I)</th>
<th>Reinforced (R)</th>
<th>Emphasized (E)</th>
<th>Mastered (M)</th>
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<tr>
<td>LG1: Demonstrate proficiency in problem solving through analytical thinking, critical analysis, and/or creativity, as applied to business problems</td>
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LG2b: Demonstrate competency in basic business skills in the area of quantitative literacy  
LG3a: Demonstrate knowledge of contemporary business theory and practice in both domestic and global settings

Required Course Topics

**Introduction to Operations Management** - Operations Management is the set of activities that creates value in the form of goods and services by transforming the inputs into valuable outputs. Suggested topics could include definition of operations management, importance of operations management, difference between goods and services, decisions in operations management, systems approach to decision making, historical evolution of operations management, etc.

**Demand Forecasting** - Demand forecasting is the area of predictive analytics dedicated to understanding future demand for goods or services. Suggested topics could include qualitative forecasting and quantitative forecasting techniques, simple moving average, weighted moving average, exponential smoothing, associative forecasting, forecasting accuracy metrics, etc.

**Quality Management** - Quality management includes the tools and concepts to assure that processes are performing and products are produced in an acceptable manner. Suggested topics could include the importance and history of quality, statistical process control, process capability, different costs of quality, quality awards and certifications, quality management tools, etc.

**Aggregate Planning** - Aggregate planning is a process by which a company determines levels of production, workforce, inventory, etc. for a product group over a specific planning period. Suggested topics could include objectives of aggregate planning, aggregate planning strategies, capacity planning, demand options and supply options, aggregate planning inputs and outputs, etc.

**Inventory Management** - Inventory management refers to the process of efficiently and effectively managing a company’s inventory to minimize costs and maximize profits. Suggested topics could include understanding inventory and types of inventory, objectives of inventory management, costs of inventory management, classification of inventory, continuous review system, periodic review system, economic order quantity, periodic order quantity, etc.

**Supply Chain Management** - Supply chain management involves efficient and effective ways to procure, produce and distribute goods and services to meet the needs of end customers. Suggested topics could include importance of supply chain management, benefits and risks in global supply chain, bull-whip effect in supply chain management, sourcing and procurement, production and logistics management, E-business, cross docking, RFID, Third party logistics, etc.

Course Modular Outline

- Part I (Module 1) – Supply Chain: Perspective for Operations Management
  - Overview: Describes operations management as a field, and describes the strategic role operations has in business from the perspective of supply chain management.
- Part II (Modules 2-4) – Foundations of Operations Management
• Discusses foundational process concepts and principles that govern all operational activities while examining concepts such as product/process innovation, quality, lean and inventory fundamentals.

- Part III (Module 5) – Integrating Relationships Across the Supply Chain
  o Describes the primary functional relationships between internal operations management activities and other operational functions both inside and outside the firm. Categories will include but are not limited to customer relationship management, supply chain management and logistics management.

- Part IV (Modules 6-7) – Planning for Integrated Operations Across the Supply Chain
  o Discusses planning approaches and technologies used at different levels of operations decision making. Key topics such as demand planning, forecasting, sales and operations planning, inventory management and materials requirements planning are examined.

Course Textbook and Required Readings


Other readings will be assigned in a timely manner as needed and will be provided to you as PDF, in MS Word format, or as a link to an online resource.

Grading Policies

Angelo State University employs a letter grade system. Grades in this course are determined on a percentage scale:

A = 90 – 100 %
B = 80 – 89 %
C = 70 – 79 %
D = 60 – 69 %
F = 59 % and below.

This course employs the following to measure student learning.

<table>
<thead>
<tr>
<th>Grade Calculations</th>
<th>Percent of Grade</th>
<th>Due</th>
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<tbody>
<tr>
<td>CONNECT Smart Book (SB) Chapter Reviews (14) [CH 1-14]</td>
<td>10%</td>
<td>Saturday of Assigned Week</td>
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<tr>
<td>Knowledge Checks (14) [CH 1-14]</td>
<td>10%</td>
<td>Sunday of Assigned Week</td>
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<tr>
<td>Assignment</td>
<td>Weight</td>
<td>Due Date</td>
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<tr>
<td>Key-Term Portfolio (1)</td>
<td>10%</td>
<td>Sunday of Final Week of Course (Final Submission)</td>
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<td></td>
<td></td>
<td>Students complete week-to-week based on Chapters Assigned each week</td>
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<tr>
<td>Discussion Board (4)</td>
<td>10%</td>
<td>Initial Post Due Wed of Week Assigned; L2L post Due Sun of Week Assigned</td>
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<tr>
<td>Journal Article Review (1)</td>
<td>10%</td>
<td>Sunday of Assigned Week</td>
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<tr>
<td>Production/Operations Management Assignments (3)</td>
<td>15%</td>
<td>Sunday of Assigned Week</td>
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<tr>
<td>Case Studies (2)</td>
<td>15%</td>
<td>Sunday of Assigned Week</td>
</tr>
<tr>
<td>Company Review Paper (1)</td>
<td>20%</td>
<td>Sunday of Final Week of Course</td>
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**See Detailed Course Outline for a Detailed Week-to-Week Schedule (Blackboard)**

**Assessment Methods**

**CONNECT Smart Book (SB) Chapter Reviews (14) 10% of Overall Grade – Individual**
Throughout the course, students will access the CONNECT Smart Book (SB) and complete the requirements for each chapter assigned. This will assist the students in preparing for each chapter’s Knowledge Checks throughout the course. Students can select (based on learning style) to either quiz following the reading of the chapter or an interactive model for which questions are asked throughout to determine student’s foundational knowledge on the subject and either credit or remediate them via interact questions. This option guides students who miss questions to the particular section in the chapter readings where the correct answer is communicated in the reading. *Students are encouraged to watch all course video lectures/content and review all Chapter PPTs prior to completing the CONNECT SB Chapter Reviews.*

**Knowledge Checks (14) 10% of Overall Grade – Individual**
Students will complete the knowledge checks for each chapter. Each knowledge check will contain multiple choice and true/false level questioning. Each knowledge check will contain between 10-25 questions depending on depth of materials within that particular module. Students will have a limited time to complete each knowledge check and the questions will be randomized to prevent knowledge check compromise. **All students will be given the option to take each knowledge check 3 times:** the highest-level score will be calculated towards the final grade in the course. Students can use their course materials while taking the knowledge checks. *Students are encouraged to complete all CONNECT SB Chapter Reviews, watch all course video lectures/content and review all Chapter PPTs prior to taking the assigned knowledge check.*

**Key-Term Portfolio (1) 10% of Overall Grade – Individual**
Throughout the course, students will identify at least 10 key terms per chapter assigned (CH 1-14) creating a Key-Term Portfolio. Students will define each term, put the concept into their own words and
identify why they feel it’s an important concept to list and prioritize. This final portfolio will be submitted the final week of class. Students must have reviewed all assigned Chapters through Module 4 (on-time) in order to support group discussions and the Final Company Review Paper. This is needed so students can effectively begin working on their final assignment in the course.

Discussion Board (4) 10% of Overall Grade – Individual
Overall class participation throughout the semester will be graded via the Discussion Board assignments. This involves your weekly participation (for weeks in which a discussion post is due), including posting one initial post in regards to that week’s group subject or questions posed by the professor and comments to fellow learners (learner to learner – L2L posts). **One initial discussion is due on Wed of the week assigned and one L2L peer responses is due on Sunday totaling two responses per week assigned.**

Initial discussion posts should be substantive, using material from the textbook or weekly reading/video (but DO NOT merely excessively quote or paraphrase the book) and be approximately 150 - 250 words. Subsequent L2L posts should be substantive and at least 150 words. Damaging, degrading, or unprofessional comments will result in loss of participation points. All due dates and times will be on Central Standard Time (CST). Late posts will be penalized according to the Late Work policy within the syllabus.

Citations within your discussion post(s) should include approximately 20-25% of materials and/or lectures you have reviewed/covered in the course.

Journal Article Review (1) 10% of Overall Grade - Individual
It is vital that upper-level undergraduate students are reading the current research in the field while demonstrating that they can both interpret and synthesize the materials into their decision-making. Further, management and leadership professionals are expected to communicate their findings to their supervisors to create valued recommendations for action. Given this, we will read/review and analyze one academic peer-reviewed journal articles specifically in the area of production and operations management.

Students will be expected to submit a well-synthesized analysis of each article that incorporates both a brief summary of the key components of the article and how the article ties together with previous readings and lectures in the course. The purpose is to learn how to combine resources while describing/expanding upon the information both referencing materials and demonstrating aligned "original thought".

*Citations should include approximately 50% of cited content within the journal article assigned and 50% of original/synthesized thought that combines concepts such as “why you feel of prioritized importance” and “how it relates to materials/lectures you have viewed throughout the course”.*

Each journal review will be 1.5 pages long, 1.5 spacing and Times New Roman Font (only includes content not to include Title page, Heading or Bibliography. Students should write/reference in APA format.

Production/Operations Management Assignments (3) 15% of Overall Grade – Individual
Students will be assigned three particular homework assignments to validate learning experienced during the course. Examples will be referenced to assist students in successfully completing the assignment requirements. The purpose of these assignments is for students to have an experiential learning
requirement that demonstrates the realistic value-add of productions/operations management techniques in managing the complex decision-making processes that maintain and sustain the overall operational efficiency and effectiveness of the enterprise.

Case Studies (2) 15% of Overall Grade – Individual
Students will be assigned two particular case assignments to validate learning experienced during the course. The purpose of these assignments is for students to have an experiential learning requirement that demonstrates the realistic value-add of productions/operations management techniques in managing the complex decision-making processes. Students will complete each case and/or case questions as identified within the case instructions within the course.

Company Review Paper (1) 20% of Overall Grade - Groups
The final project paper will use all of the resources and tools in the course to provide a review of a company they select. The purpose is to provide a real-time case so that students can efficiently/effectively apply the materials learned within the course while determining how that particular company might utilize concepts/strategies to become more efficient/effective (save money/make money) or meet higher levels of quality or compliance standards.

Each group will conduct a market analysis and systemic review on the company they select and attempt to determine how they operate from a production/operations vantage point. Then, they will review their Key-Term Portfolio concepts to determine how their selected company might benefit by both understanding and applying these concepts in practice.

Each paper will be 4-5 pages long, 1.5 spacing and Times New Roman Font (only includes content not to include Title Page, Heading or Bibliography.

Citations should include approximately 25-30% of materials, lectures and academic materials you have reviewed/covered in the course.

Response Time
Primary communication should be conducted through Blackboard messages and my response time will be no later than 6-8 hours after posting up to 10PM CST. Students are encouraged to ask general questions on the “Class Discussions” page in Blackboard so others may benefit in seeing the response.

Students with individual questions or personal concerns SHOULD NOT post on the “Class Discussions” page but send me an individual email in Blackboard in order to protect their confidentiality and privacy.

Missed/Late Work
Students will be given one opportunity during the course to submit late work unless atypical/unpreventable circumstances are approved by the instructor prior to being late. Concerning this one opportunity, students will have their potential grades reduced by 10% per day being late for a maximum period of 2 days if not approved by the instructor prior to the period of being late.

Recommendations for Student Success
- It is recommended that you access the course in Blackboard at least 4-5 a week (no longer periods between accessing that 36 hours) to stay well-informed of possible announcements/reminders and to gauge your progress in the course.
- It is generally recommended college students plan to spend two hours of study for every one hour of in-class time. For a three-credit-hour, face-to-face course that means a total time investment of
nine hours per week, or 135 hours per semester, in a 15-week course. The recommendation for time investment is no less rigorous for online courses. You should expect to invest 13-15 hours per week (on average) in this course given it is an accelerated 7-week course.

- All aspects of this course, regardless of grading or grade weight, promote learning and/or create a learning community. Therefore, it is strongly recommended that you take an active role by:
  - familiarize yourself with Blackboard features
  - participate in the Question and Answer discussion forum
  - engage with other students

**Computer Crash**
In the rare event of a computer crash, the instructor reserves the right to provide an extension for submission. However, that extension must not interfere with submitting the final course grade on-time as it relates to ASU policies or impact other group members.

**Lost or Corrupted Files**
These issues are viewed the same as work not submitted. Students must submit all written journal articles via Microsoft Word and all Operations Management assignments via Microsoft Excel as directed. Students are encouraged to continually back up their work via a free external cloud program (such as Dropbox or Box) or backup their work on a secondary device or external drive of their choosing.

**Course Policies**

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**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 no 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.

**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.

**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 the basic dignity of others by treating them as one would wish to be treated

**Courtesy and Respect**

Courtesy and respect are essential ingredients to this course. We respect each other's opinions and respect others points of view at all times while in our class sessions. The use of profanity and harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, life style, religion, etc., violations of these rules will result in appropriate disciplinary actions.

**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 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.

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.

Course Drop

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

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](http://www.angelo.edu/content/files/14196-op-1003-grade-grievance).