

MGMT 3305 – Production and Operations Management

Course Description/Overview

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 Walmart (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 usually include operations strategy, 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, Microsoft Excel

Course Technology

This online course will be delivered using ASU Blackboard and Pearson's MyOMLab. This course can be accessed at <http://blackboard.angelo.edu>.

In addition to a competent level of computer and Internet literacy and capability, certain minimum technical requirements must be met to enable you to have a successful learning experience. Please review the important technical requirements and the Web browser configuration information, which is located on the log in page of Blackboard and MyOMLab. In other words, check out your computer system to see if it meets the minimal requirements before you begin this course.

1. You must use a recent version of Adobe Acrobat Reader and Adobe Flash Player for MyOMLab. You may be prompted to install Flash or upgrade your current Flash if necessary when you set-up your MyOMLab account. These are already installed in the ASU labs. For your own computers you can download them for free at <http://get.adobe.com/reader> and at <http://get.adobe.com/flashplayer>
2. Pop-up blockers must be set to allow pop-ups from Blackboard and MyOMLab. While pop-up blockers are used to prevent annoying advertising messages that pop up on a computer screen during internet surfing, some Web applications (such as Blackboard and MyOMLab) are incompatible with pop-up blockers and do not perform correctly until all pop-up blockers are disabled. Pop-up blockers on university computers must be disabled or reconfigured for MyOMLab as well.

Technical Support

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

Class Meeting Times

This is an **on-line course** and students are required to login to their Course Blackboard and MyOMLab regularly to complete all their course work (homework, exams, etc.) as per the course schedule. **Note:** Winter-Mini is a very **short semester** (only 3-weeks) and so it is each student's responsibility to work regularly on this course (i.e. every day) and also to ensure ahead of time that his/her computer meets all the system requirements for this course.

Faculty/Instructor Information

Name: Raj Kamalapur, Ph.D.
Title: Associate Professor
Office: RAS 205
Phone: 325-486-6632
E-Mail: raj.kamalapur@angelo.edu
Hobbies: Golf, Biking, Segway, Music, Travel, etc.

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

Students learning outcomes for this course will be assessed using homework assignments (concepts and problems) from all selected chapters, along with three exams.

Course Textbook and Required Readings

Operations Management: Sustainability and Supply Chain Management Plus MyOMLab with Pearson eText and Access Card Package, 12th Edition, by Jay Heizer, Barry Render, Chuck Munson. Publisher: Pearson

It is preferable to buy 'MyOMLab Access Code with eBook' (helps with the assignments). However, each student can decide what is best for them.

There is a PDF file explaining how to easily sign up and get access to this course in MyOMLab for homework assignments and exams. You can find this PDF file on the course Blackboard with the title **MyOMLab Student Registration**.

Grading Policies

This course employs the following to measure student learning.

Grade Calculations	Percent of Grade
Homework (All Chapters)	40%
Exams (Total Three Exams)	60%

On-going grades for the students are available under 'My Grades' in the course Blackboard.

Angelo State University employs a letter grade system as shown below. 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 %

Class Participation

This Winter-Mini session is a 3-credit-hour online course scheduled only for three weeks, and so you should plan to spend at least 4-5 hours each day (**only for 3 weeks**) for reading, working on homework assignments, preparing for exams, etc. Also, different students learn differently and may need more time to learn, understand and complete their work. Some chapters are longer than others, so plan to spend the appropriate time needed for each chapter. Be sure to review Textbook, PowerPoint Slides, Solved Problems, Excel Problem Solutions and all the materials uploaded on the Course Blackboard. Also plan to work on all questions and problems available in MyOMLab to help you learn and do well in this course. To succeed in online learning, **students need to stay motivated** and committed to learning, **possess good time management skills** and this will help you to complete all course related work on time, and also help you do well in this course.

This on-line course is built on a two-step learning process. For each chapter you will

(1) Learn it, and then (2) Do it

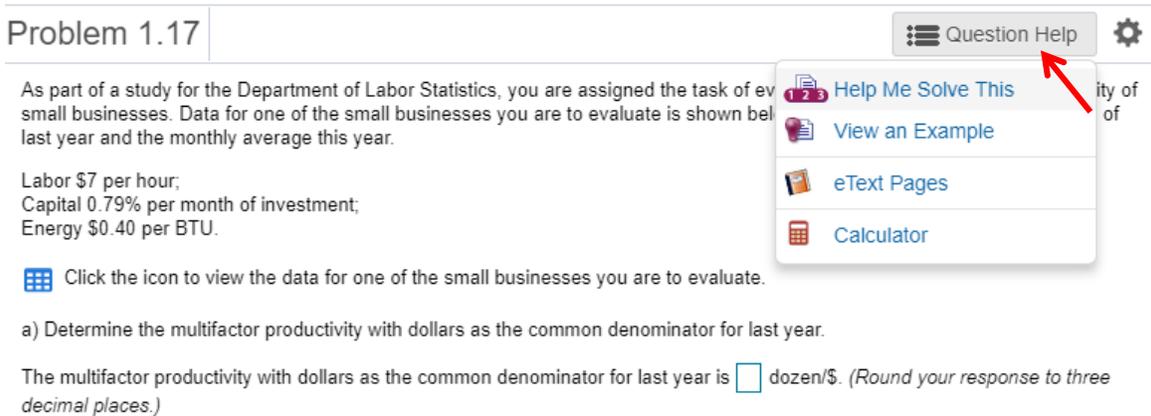
First, I recommend that you review PowerPoint slides to gain a general understanding of the material, and then review chapter from textbook, solved examples, solved problem videos (some selected problems), Excel problem solutions, etc. As quantitative problems will be a significant part of the homework assignments and exams, plan to spend enough time to learn and understand the quantitative problems (I have created and uploaded many Excel problem solutions for every chapter to help you learn and solve many homework problems).

Next, use your knowledge that you have learned to work on the homework assignments (concepts and problems). You will close the loop by going back to your homework assignments and study plan (if needed) to review and work on areas you need to improve your understanding. This will surely help you gain a good understanding of the material and help you to do well in this course.

Homework

There will be homework assignments (in MyOMLab) for each chapter. Also during first week of class, each student needs to provide a **brief introduction of themselves** on Discussion Board (more details provided on Course Blackboard). The homework assignments are open book and open notes, and they help you learn and test your knowledge in both areas, i.e. 'concepts and problems.' The homework concepts usually consist of multiple-choice questions. 'Homework concepts' can be attempted **one time** and 'Homework problems' can be attempted **multiple times** up until the due date. The highest grade for the homework assignments will be recorded after the due date.

Note: Unless otherwise stated, all homework assignments are due by midnight on the due date (to be precise at **11.59 pm**). If you want to do well in this course, then please make sure to work regularly on this course (i.e. every day), and do not wait until the last moment to complete your assignments. There are **no make-ups** or **late submission** allowed for any missed homework assignments. An instructor needs to be fair for all students in the course, and so **due dates cannot be extended** for individual students.



Problem 1.17 Question Help

As part of a study for the Department of Labor Statistics, you are assigned the task of evaluating the multifactor productivity of small businesses. Data for one of the small businesses you are to evaluate is shown below for last year and the monthly average this year.

Labor \$7 per hour;
Capital 0.79% per month of investment;
Energy \$0.40 per BTU.

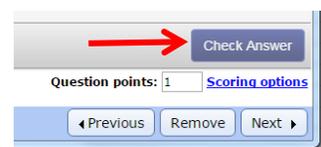
Click the icon to view the data for one of the small businesses you are to evaluate.

a) Determine the multifactor productivity with dollars as the common denominator for last year.

The multifactor productivity with dollars as the common denominator for last year is dozen/\$. (Round your response to three decimal places.)

To help all students, **I have created many Excel Problem Solutions** (for every chapter), and upload them on course Blackboard under appropriate chapter headings. You can use these Excel Problem solutions to solve many homework problems, and also use them as examples to learn and create your own Excel solutions for other assigned problems. Plan to use Microsoft Excel for most of the problems, as Excel will help you with calculations and saves you significant amount of time to correctly solve these problems.

In addition, there are **many excellent resources available** for homework problems within MyOMLab to help you learn and solve these homework problems. When you are working on homework problems, and if you need help with that problem, click on the 'Question Help' (as shown above) to 'View an Example' or 'Help Me Solve This'. A new pop-up window will open to help you learn and solve this problem (make sure you allow pop-ups for this website.) You can also **check your answer** (as shown below) to see if your answer is correct. Use all these useful resources to help you learn and complete your homework assignments.



Check Answer

Question points: 1 [Scoring options](#)

[Previous](#) [Remove](#) [Next](#)

Exams

Three equally-weighted online exams will be given in MyOMLab. All exams will be open book and open notes; however, you cannot collaborate or take help from anyone else, either in person or using digital medium. This is a very short three weeks course and so we will have an exam each week. You **need to take all exams on the given date and time**, and you will have **one attempt** to complete the exam within the allotted time. The exams usually consist of multiple choice questions and quantitative problems. Dates for the exams are listed on the course schedule and more details for the exams will be provided as an announcement on the course Blackboard. Note that there are **no make-up exams** for any missed exams.

Note: For Exams, Question Help, Check Answer, etc. **will NOT** be available. Good luck.

Policy on Server Unavailability

Angelo State University is committed to providing a reliable online course delivery system to all users. However, in the event of any unexpected Blackboard server outage or any ASU technical difficulty which prevents students from completing a time sensitive activity, I will extend the due date and provide an appropriate accommodation based on the situation. The accommodations will be made as soon as the ASU IT Department confirms that there was such a problem. Students should report any problems to the professor through their ASU email account and also email learning@angelo.edu and helpdesk@angelo.edu

Note that this **does not apply to individual technical problems** that you may encounter on your personal computer or your network. So it is the **responsibility of each student** to plan ahead and please make sure that you have a reliable computer, Internet, etc.

Communication and Response Time

I will upload many course related documents on the Course Blackboard. Communications about your course will be in the form of ASU email and/or announcements on the course Blackboard. Please make sure to check your ASU email and course Blackboard on a regular basis which will help you do well in this course

Email is the preferred way of communicating with me for this course. I recommend that you include **'MGMT 3305 Winter Mini'** in the subject line of all emails sent to me for this course. I will respond to your email questions within one business day (most often earlier than that). So please make sure to email me earlier and do not wait until the last day late evening to email me. Also, please make sure to use **ASU email account** when communicating with me, as I may not respond to other email accounts like Yahoo, Gmail, etc. (as some emails from these accounts may come from unreliable sources).

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 all assignments during the week. So plan ahead and work regularly (i.e. every day) and **do not wait until the last moment** to complete your work.

Also, there is **no extra credit work** for any individuals. Extra credit work for individuals discriminate against the 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 on schedule, there will be **no need** for extra credits.

Course Policies

Required Use of Masks/Facial Coverings by Students in Class

As a member of the Texas Tech University System, Angelo State University has adopted the mandatory Facial Covering Policy to ensure a safe and healthy classroom experience. Current research on the COVID-19 virus suggests there is a significant reduction in the potential for transmission of the virus from person to person by wearing a mask/facial covering that covers the nose and mouth areas. Therefore, in compliance with the university policy students in this class are required to wear a mask/facial covering before, during, and after class. Faculty members may also ask you to display your daily screening badge as a prerequisite to enter the classroom. You are also asked to maintain safe distancing practices to the best of your ability. For the safety of everyone, any student not appropriately wearing a mask/facial covering will be asked to leave the classroom immediately. The student will be responsible to make up any missed class content or work. Continued non-compliance with the Texas Tech University System Policy may result in disciplinary action through the Office of Student Conduct.

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.

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 available both in 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 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.

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.

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 the 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

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.

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 to 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

Course Drop

To view the information about how to drop this course or to determine the important dates relevant to dropping this course, you can visit

http://www.angelo.edu/services/registrars_office/course_drop_provisions.php.

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>.

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”.

Course Outline

Due Date (Homework)	MGMT 3305 – Winter-Mini Session Schedule (Homework Assignments are due by Midnight)
	Course Module 1 (Chapters 1, 4, 6)
01/05/21	Chapter 1 – Operations and Productivity Homework (Concepts and Problems)
01/07/21	Chapter 4 – Demand Forecasting Homework (Concepts and Problems)
01/09/21	Chapter 6 – Managing Quality Homework (Concepts and Problems)
	Exam 1 - (Chapters 1, 4, 6) Sun (01/10/21)
	Course Module 2 (Chapters 7, 8, 11)
01/12/21	Chapter 7 – Process Strategy Homework (Concepts and Problems)
01/14/21	Chapter 8 – Location Strategies Homework (Concepts and Problems)
01/16/21	Chapter 11 – Supply Chain Management Homework (Concepts and Problems)
	Exam 2 - (Chapters 7, 8, 11) Sun (01/17/21)
	Course Module 3 (Chapters 12, 13)
01/19/21	Chapter 12 – Inventory Management Homework (Concepts and Problems)
01/21/21	Chapter 13 – Aggregate Planning and S&OP Homework (Concepts and Problems)
	Exam 3 - (Chapters 12, 13) Fri (01/22/21)

Note: Some chapters are longer than others. So plan accordingly to spend the appropriate time needed to complete your work. Also, based on how the course is progressing, course schedule may be **updated or changed** to meet the course requirements. Good Luck 😊