

MGMT 6312 – Operations and Supply Chain Management

Course Description/Overview

Operations and supply chain management consists of **three broad areas** that include managing processes, managing customer demand and managing the supply chain. The ability to respond to customer needs at lower cost, higher quality and faster delivery is critical for companies to survive and succeed in a global competitive environment. By integrating operations and supply chain management successfully into their business models, companies such as Toyota (manufacturing) and Walmart (retailing) have shown that operations and supply chain management 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 and supply chain. Both qualitative concepts and quantitative problems will be used to learn in this course. Topics include operations strategy, process strategy, capacity planning, quality management, demand forecasting, inventory management, operations planning, resource planning, lean systems, supply chain design, supply chain logistics and supply chain integration.

Prerequisite Knowledge

MGMT 2331, MGMT 3305, 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 login 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 may need a recent version of Adobe Acrobat Reader to download PDF files and also may need it for MyOMLab. This is already installed in the ASU computer labs. For your own computers you can download it for free at <http://get.adobe.com/reader>
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) at ASU may be contacted for any technical support by calling (325) 942-2911 or 1-866-942-2911 or by email at helpdesk@angelo.edu

Class Meeting Times

This is an on-line course and students are required to login to Blackboard and MyOMLab regularly to complete all their course related work (homework, quizzes, exams, etc.) as per the course details. Note: All due dates are based on U.S. Central Standard Time (CST). Also, **each student is fully responsible** to make sure they meet all the requirements for online course (Hardware, Software, Internet, etc.) and also the Prerequisite Knowledge needed for this course.

Faculty/Instructor Information

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

Course Objectives

Learning Objectives:

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

1. Understand strategic role and importance of operations and supply chain management in creating and enhancing a company's competitive advantage (LG1)
2. Understand key concepts in managing processes, managing customer demand and managing the supply chain to meet the needs of end customers (LG1)
3. Understand impact of globalization on operations and supply chain management to efficiently and effectively meet needs of the end customers (LG2b)
4. Learn and apply analytical and problem-solving skills to analyze the operations and supply chain management problems

Students learning outcomes for this course will be assessed using homework and quizzes from all chapters used for this course, along with four exams.

Course Textbook and Required Readings

Operations Management: Processes and Supply Chains Plus MyOMLab Access Code with Pearson eText, by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman, 12th Edition, Publisher: Pearson

While registering for MyOMLab from the Course Blackboard, students get an option of buying MyOMLab Access Code directly from Pearson website (usually comes with eText). Please refer the PDF file '**MyOMLab Student Registration**' (uploaded on Course Blackboard) which provides more details and also explains how to easily register to MyOMLab and get access to all homework assignments, quizzes, and exams in this course. Good luck.

Grading Policies

This course employs the following to measure student learning.

Grade Calculations	Percent of Grade
Homework (From All Chapters)	20%
Quizzes (From All Chapters)	20%
Exams (Total Four Exams)	60%

On-going grades for students are available under 'My Grades' in the course Blackboard. Note: Your scores from MyOMLab are correctly updated to Blackboard after a few hours (i.e. they are **NOT updated in real time basis**).

Angelo State University employs a letter grade system as shown below (for Graduate Courses). Grades in this course are determined on a percentage scale:

A = 90.0 – 100 %

B = 80.0 – 89.9 %

C = 70.0 – 79.9 %

F = below 70 %

Class Participation

This course is an on-line 8-week, 3-credit-hour course, which on campus would require you to attend class for 5 hours per week. You should plan to spend this much time on the course and plus another 8-10 hours each week for reading, practicing, working on homework, quizzes, etc. Generally, different students learn differently and may need more time to learn, understand and complete their work. (Compared to 16-week semester, you should plan to **work twice as much each week for only half the time** for 8-week semester). Some chapters are longer than others, so plan to spend the appropriate time needed for each chapter. Also, some additional material may be covered in some chapters to add more value to this course. Be sure to review all materials uploaded on Blackboard, solved examples in PowerPoint and textbook, and work on all questions and problems available in MyOMLab which will surely help you learn and to do well in this course. As you may already know, to succeed in online learning, **students need to stay motivated** and committed to learning, **possess good time management skills** to study regularly which will help you learn and complete all assignments and exams on a timely basis.

This on-line course is built on a three-step concept. For each chapter you will

(1) Learn it, (2) Do it, and (3) Check it.

First, you will review and learn course material (many resources are uploaded for each chapter on the course Blackboard). I recommend that you review PowerPoint slides, solved problem solutions and chapter learning videos to gain a good understanding of the material, and then review the chapter material from textbook or ebook for more details. As quantitative problems will be a significant part of the exams, quizzes and homework, make sure to spend enough time working and understanding the quantitative problems (to help all students, I have created and uploaded **many Excel problem solutions** for every chapter on the course Blackboard).

Next, you will practice (in MyOMLab) what you have learned by working on your homework questions (concepts and problems) and study plan questions (for practice only). Finally, you will check it (in MyOMLab) by working on your quiz questions (concepts and problems). You will close the loop by going back to your homework questions 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 will help you do well in this course.

Although this is an online course, it is not a self-paced study. Every other week, homework and quizzes from selected chapters will be assigned in MyOMLab and they need to be completed before the due dates. The main purpose of this is to keep the class on the same topic during the given week, so that all students in this course will be somewhat together on the homework, quizzes, and any exams during that week. Unless otherwise stated, the homework and quizzes are due by midnight on the due date (to be precise at **11.59 pm CST**).

Homework

Each week, there will be homework assignments (in MyOMLab). Also, during first week of the class, each student needs to provide a **brief introduction of themselves** on the Discussion Board (more details provided on Course Blackboard). The homework will help you learn and test your knowledge in both the areas, i.e. 'concepts and problems'. The 'homework concepts' can be attempted **two times** and the 'homework problems' can be attempted **multiple times** up until the due date. The highest score for the homework assignment will be recorded. **Note** that there are **no make-ups for any missed homework assignments**.

The Digital Guardian Company issues policies that protect clients from downtime costs due to computer system failures. It is very important to process the policies quickly because long cycle times not only put the client at risk, they could also lose business for Digital Guardian. Management is concerned that customer service is degrading because of long cycle times, measured in days. The table contains the data from five samples, each sample consisting of eight random observations.

 Click the icon to view the table with sample data.

 Click the icon to view the table of factors for calculating three-sigma limits for the \bar{x} -chart and R-chart.

a. What is your estimate of the process average?

The estimate of the process average is (Enter your response rounded to two decimal places.)



The screenshot shows a navigation bar with four buttons: "Help Me Solve This", "View an Example", "Get More Help ^", and "Clear All". On the right side, there is a pink "Check Answer" button. Two red arrows point from the text above to the "Help Me Solve This" and "View an Example" buttons.

To help all students, I have created many **Excel Problem Solutions** (for every chapter), and upload them on course Blackboard under the appropriate chapter headings. Use these Excel solutions to solve many homework problems and quiz problems, and also use them as examples to learn and create your own Excel solutions for other problems. For most problems, **plan to use Microsoft Excel** which will help you save significant amount of time and effort to solve these quantitative problems. In addition, there are excellent resources available for homework problems in MyOMLab to **help you learn and solve** these homework problems. When you are working on homework problems, and if you need help with that homework problem, click on 'View an Example' or 'Help Me Solve This' (please see above). A new pop-up window will open to help you learn and solve this homework problem (make sure you allow pop-ups for this website.) You can also check your answer (please see below) to see if your answer is correct. Use all these useful resources to help you learn and complete your homework assignments.



Quizzes

There will be quizzes (in MyOMLab) that cover each chapter's material. The quiz will test your knowledge in both areas, i.e. 'concepts and problems'. Each 'quiz concepts' can be attempted **one time** and each 'quiz problems' can be attempted **two times** up until the due date. After first attempt, go back and work on your study plan and homework problems (if needed) before your second attempt. Quiz and homework assignments are representative of exam materials. There will be a 'Global Knowledge Quiz' with multiple-choice questions from a few select chapters. Date of this Global Knowledge quiz is listed on the course outline and more details will be provided on the course Blackboard. **Note** that there are **no make-ups for any missed quizzes**.

Exams

Four equally-weighted online exams will be given in MyOMLab. In computing your total percentage for exams, one lowest exam score (out of four exams) will be dropped. **Note** that there are **no make-ups for any missed exams**. If you miss one exam, that score will be your lowest exam score and is dropped for computing your total percentage for exams. All exams will be open book and open notes; however, you cannot collaborate with anyone or take help from anyone else. 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 will usually consist multiple-choice questions and quantitative problems. Dates for all exams are listed on the course outline and more details for exams will be provided on the course Blackboard.

Note: 'Question Help, Check Answer, etc.' **will NOT** be available for **Exams and Quizzes**

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 email their professor and also email elarning@angelo.edu about any issues related to the Blackboard.

Note: This **does not apply to individual technical problems** that you may encounter with your computer or your network. So it is the **responsibility of each and every student** to make sure to work with a reliable computer with a good Internet connection.

Communication and Response Time

Many course related documents will be uploaded on Course Blackboard. Communications for this 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.

Email is the preferred way of communicating with me for this course. I recommend that you include **'MGMT 6312'** in the subject line of all emails sent to me for this course. Your emails will be responded to **within one business day**. Please make sure to use **ASU email account** (@angelo.edu) when communicating with me for this course, as I do not respond to other email accounts like Yahoo, Gmail, etc. (as some emails from these accounts may come from unreliable sources, and can create security risks for ASU).

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 which will surely help you to complete all assignments and/or exams on time.

Extra Credit Work

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, no extra credit assignments are allowed for individual students, unless it is assigned 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.

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.

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 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.

Title IX at Angelo State University

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. The University prohibits discrimination based on sex, which includes pregnancy, sexual orientation, gender identity, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination including: sexual assault, sex-based discrimination, sexual exploitation, sexual harassment, public indecency, interpersonal violence (domestic violence and/or dating violence), and stalking. As a faculty member, I am a Responsible Employee meaning that I am obligated by law and ASU policy to report any allegations I am notified of to the Office of Title IX Compliance. This is done in order to connect students with resources and options in addressing the allegations reported. As a student, are encouraged to report any incidents of sexual misconduct directly to ASU's Office of Title IX Compliance and the Title IX Coordinator. You may do so by contacting:

Michelle Miller, J.D.
Title IX Coordinator
Mayer Administration Building, Room 210
325-942-2022
michelle.miller@angelo.edu

You may also file a report online 24/7 at www.angelo.edu/incident-form

If you are wishing to speak to someone about an incident in confidence you may contact the *University Health Clinic at 325-942-2171, Counseling Services at 325-942-2371* or the *ASU Crisis Helpline at 325-486-6345*.

The Office of Title IX Compliance also provides accommodations related to pregnancy (such as communicating with your professors regarding medically necessary absences, modifications required because of pregnancy, etc.). If you are pregnant and need assistance or accommodations, please contact Office of Title IX Compliance utilizing the information above. For more information about Title IX in general you may visit www.angelo.edu/title-ix

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 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

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 responsibilities of the parties involved in the grade appeal process and number of days allowed for completing steps in the process, see Operating Procedure 10.03 at: <https://www.angelo.edu/live/files/14196-op-1003-grade-grievance>

Course Drop

To view information on how to drop this course or important dates relevant to dropping this course, 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”.

Course Outline

Due Date (HW & Quiz)	MGMT 6312 - Course Schedule (Homework and Quizzes are due at 11.59 pm, CST)
	<u>Course Module 1</u> (Chapters 1, 2, 3)
01/20	Chapter 1 – Using Operations to Create Value Homework (Concepts and Problems) Quiz (Concepts and Problems)
01/24	Chapter 2 – Process Strategy and Analysis Homework (Concepts and Problems) Quiz (Concepts and Problems)
01/27	Chapter 3 – Quality and Performance Homework (Concepts and Problems) Quiz (Concepts and Problems)
	Exam 1 - (Chapters 1, 2, 3) Friday 01/28
	<u>Course Module 2</u> (Chapters 4, 6, 8)
02/03	Chapter 4 – Capacity Planning Homework (Concepts and Problems) Quiz (Concepts and Problems)
02/07	Chapter 6 – Lean Systems Homework (Concepts and Problems) Quiz (Concepts and Problems)
02/10	Chapter 8 – Demand Forecasting Homework (Concepts and Problems) Quiz (Concepts and Problems)
	Exam 2 - (Chapters 4, 6, 8) Friday 02/11

	<u>Course Module 3 (Chapters 9, 10, 11)</u>
02/17	Chapter 9 – Inventory Management Homework (Concepts and Problems) Quiz (Concepts and Problems)
02/21	Chapter 10 – Operations Planning Homework (Concepts and Problems) Quiz (Concepts and Problems)
02/24	Chapter 11 – Resource Planning Homework (Concepts and Problems) Quiz (Concepts and Problems)
	Exam 3 - (Chapters 9, 10, 11) Friday 02/25
	<u>Course Module 4 (Chapters 12, 13, 14)</u>
03/03	Chapter 12 – Supply Chain Design Homework (Concepts and Problems) Quiz (Concepts and Problems)
03/07	Chapter 13 – Supply Chain Logistics Homework (Concepts and Problems) Quiz (Concepts and Problems)
	<u>Global Knowledge Quiz - (Selected Chapters) Tue 03/08</u>
03/10	Chapter 14 – Supply Chain Integration Homework (Concepts and Problems) Quiz (Concepts and Problems)
	Exam 4 - (Chapters 12, 13, 14) Friday 03/11

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 😊