Course Overview and Objectives

This course provides a general introduction to operations management. Operations management is the management of business processes, that is, the recurring activities of a firm. Along with finance and marketing, operations is one of the three primary functions of a firm. At the risk of being simplistic, one may say that marketing generates the demand for products and services, finance provides the capital, and operations produces the product.

This course aims to (1) familiarize you with the major operational problems and issues that confront managers, and (2) provide you with language, concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations.

Required Materials

• **TextBook**


  Or from Barnes and Nobles Website: [https://rutgers.instructure.com/courses/7702/external_tools/810](https://rutgers.instructure.com/courses/7702/external_tools/810)

• **Cases**

  For your group project, at the end of the semester, I will assign cases from Harvard Business School Publishing. Each group is required to buy at least the case related to their own project. The cost is usually about $8 for one case.
## Course Schedule

**NOTE:** I reserve the right to change any aspect of this syllabus at any time. I will make adjustments to the class calendar and/or assignment schedules as required by class progress or outside events.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1: 1/16 (Tue)-1/22 (Mon)</td>
<td>Introduction and Decision Making</td>
<td>1 and 1S</td>
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<tr>
<td>Module 2: 1/23 (Tue)-1/29 (Mon)</td>
<td>Quality Management</td>
<td>2</td>
</tr>
<tr>
<td>Module 3: 1/30 (Tue)-2/5 (Mon)</td>
<td>Statistical Process Control</td>
<td>3</td>
</tr>
<tr>
<td>Module 4: 2/6 (Tue)-2/12 (Mon)</td>
<td>Product Design and Service Design</td>
<td>4 and 5</td>
</tr>
<tr>
<td>Module 5: 2/13 (Tue)-2/19 (Mon)</td>
<td>Process</td>
<td>6</td>
</tr>
<tr>
<td>Module 6: 2/20 (Tue)-2/26 (Mon)</td>
<td>Facility Layout</td>
<td>7</td>
</tr>
<tr>
<td>Module 7: 2/27 (Tue)-3/5 (Mon)</td>
<td>Midterm: Study and Exam</td>
<td></td>
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<tr>
<td>Module 8: 3/6 (Tue)-3/9 (Fri)</td>
<td>Supply Chain</td>
<td>10</td>
</tr>
<tr>
<td>3/10 (Sat)-3/18 (Sun)</td>
<td>Spring Break</td>
<td></td>
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<tr>
<td>Module 9: 3/20 (Tue)-3/26 (Mon)</td>
<td>Forecasting - how to forecast, how to evaluate forecasts</td>
<td>12</td>
</tr>
<tr>
<td>Module 10: 3/27 (Tue)-4/2 (Mon)</td>
<td>Inventory Management - EOQ, Discount EOQ, Reorder point</td>
<td>13</td>
</tr>
<tr>
<td>Module 11: 4/3 (Tue)-4/9 (Mon)</td>
<td>Inventory management - Production EOQ, Periodic Inventory, Newsvendor</td>
<td>13</td>
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<tr>
<td>Module 12: 4/10 (Tue)-4/16 (Mon)</td>
<td>Lean systems</td>
<td>16</td>
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<tr>
<td>Module 13: 4/17 (Tue)-4/23 (Mon)</td>
<td>Projects: present yours, listen and comment to others</td>
<td></td>
</tr>
<tr>
<td>Module 14: 4/24 (Tue)-4/30 (Mon)</td>
<td>Projects: present yours, listen and comment to others</td>
<td></td>
</tr>
<tr>
<td>5/1 (Tue)-5/2 (Wed)</td>
<td>Reading day</td>
<td></td>
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<tr>
<td>Module 15: 5/3 (Thu)-5/9 (Wed)</td>
<td>Final: Study and Exam</td>
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## Grading

<table>
<thead>
<tr>
<th>Component</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Participation (mostly group activity)</td>
<td>15%</td>
</tr>
<tr>
<td>Quizzes (best 10 of 11 Quizzes)</td>
<td>20%</td>
</tr>
<tr>
<td>Problem Solving (best 5 of 6 Assignments)</td>
<td>20%</td>
</tr>
<tr>
<td>Final Project (group activity)</td>
<td>15%</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>15%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

## Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A</td>
<td>90-100</td>
</tr>
<tr>
<td>B+</td>
<td>85-89.9</td>
</tr>
<tr>
<td>B</td>
<td>80-84.9</td>
</tr>
<tr>
<td>C+</td>
<td>75-79.9</td>
</tr>
<tr>
<td>C</td>
<td>70-74.9</td>
</tr>
<tr>
<td>D</td>
<td>60-69.9</td>
</tr>
<tr>
<td>F</td>
<td>below 60</td>
</tr>
</tbody>
</table>
Participation (mostly group activities): 15%

This is an online course. Being successful in this course puts a great deal of responsibility in your hands. There are no scheduled meeting times, but deadlines are strictly enforced, as students work together to achieve learning objectives. The class follows a rigorous schedule and you should expect to put at least as many hours into this course as you do with a traditional, on-ground class. It is critical that you stay on pace with the reading material, understand lecture material, and participate in online discussions and exercises each week. Please plan to log into Canvas and work almost every day to complete all the weekly learning activities.

Since participation is important in this class, I have assigned 15% of your grade to participation. The activities that contribute to your participation grade include:

1. Introduce yourself at the beginning of the class and sign up for a group in the first week of the class (10% of participation).
2. Each week, participate in a group discussion (70% of participation)
   o as an individual discuss the week's topic in your group; (50% of the grade of the week)
   o as a group, submit a video summarizing your understanding of the material of the week. (50% of the grade of the week for the group).
3. Throughout the semester, each member of the group should submit at least two of the group activity videos. (20% of participation)

As a group, you are responsible to manage to submit the group activities and schedule so that each member is able to submit at least two videos.

The discussions in each week are about the concepts you learned in that week. You will discuss the topics to better understand what you read in the book. The goal is not to be verbose, but to be concise using an easy to understand language. You may want to use familiar example that you have dealt with in your everyday life. Think of explaining the big ideas rather than details.

Quizzes (best of 10 of 11 Assignments): 20%

You will be required to take one quiz in every week. There are a total of 11 quizzes based on individual chapters. I will consider your best 10 of these 11 quizzes for your grades. Each quiz will comprise multiple choice and True/False questions. In each module, the quiz will be made available to you on Tuesday (Day 1) at 12:00 a.m. E.T. and will be due on Monday (Day 7) by 11:59 p.m. E.T.

You may take the quiz at any time during this time frame, but once you start the quiz, you will have limited time to complete it. Note that if you log-off before you have completed the quiz, you will not be able to submit your answers, and you will receive no credit. You will get only one attempt to complete the quiz in each module. Deadlines
will be strictly enforced and there will be no make-up quiz for any missed quiz except for medical emergency and disability issues. You will be able to see your quiz score immediately after completing the quiz but all the detailed feedback only after the due date.

**Problem Solving (5 of 6 Assignments): 20%**

In some chapters, we learn to analyze mini-case type of problems using formulas. In those weeks, you will have a problem solving assignments. More specifically, there will be problem solving assignment for the following chapters: Decision Making, Quality Management, Statistical Process Control, Forecasting, Inventory Management 1, and Inventory management 2.

I will consider your best 5 of these 6 assignments for your grades. In the related module, the problem solving assignment will be made available to you on Tuesday (Day 1) at 12:00 a.m. E.T. and will be due on Monday (Day 7) by 11:59 p.m. E.T.

The problems are more complicated than multiple choice type of questions and have multiple parts. You will see that the answer to the later part of a problem depends on the answer to the earlier parts. Hence, if I had implemented the questions on canvas, then you could miss the points for a whole big problem, just by making a small mistake at the beginning of the problem. To avoid this issue, you will take the assignment on Google with a little bit of a trick. Please let me know if you have any trouble accessing your assignment.

This way, I will be able to (1) give you partial credit; and (2) grade your responses to different parts of a problem collectively so that you do not miss points just because you missed the earlier part of a problem.

The problems assigned to each student are customized. You will need an Assignment ID to complete the problem solving assignments and also your customized link to your assignment. Your Assignment ID is the same throughout the semester and you will get it by submitting your name at Assignment ID on canvas. Similarly, to get your customized link to a problem solving assignment, you will submit your name in another quiz (The link to the quiz will be available on the week's module). You may take the assignment at any time during this time frame and there is no time limit to complete it. Note that you cannot save your work. You can also submit your assignment as many times as you want, but only the last submission is graded. Deadlines will be strictly enforced and there will be no make-up assignment for any missed assignment except for medical emergency and disability issues. You will be able to see a feedback at another link provided to you after I grade the assignment.
Final Project (group activity): 15%

The class will be divided into groups of 3 to 4 students. Each of these groups will select a case from the list of the Harvard Business School cases, and will be responsible for working on analyzing the case. Each student may need to purchase the case from the Harvard Business School Press. Each group will submit (i) a case presentation (video) and (ii) a case report (word document). You will see that, most likely, the issues in the cases do not match exactly with the textbook materials. But they are related. **Your job is to figure out how you can use the knowledge from the textbook to study, analyze or relate to a complex case; or maybe discuss the complexity of the case and acknowledge that you need to know more to better analyze the case.** Your presentation and report should not be just a summary of the case. But it should include your own input/thoughts/discussions using your understanding of the material you learned in the class.

**Case presentation** video should be about 25 minutes. Each group member should equally contribute to this presentation. Other students in the class will watch your presentation and may start a discussion with you. You should try to address their questions and concerns.

**The case report** should be research paper style with title page, organization of the text by sections (introduction, background, & analysis;) and include all appropriate cites and bibliography. The report should not be just a copy-paste from the case. The goal is not to be verbose and lengthy. But the goal is to be concise, easy to understand, and organized.

Note that there will be peer evaluations for the project at the end of the semester to enable me to properly assess every student’s participation and contribution in the group activities. Based on the peer evaluation, your grade may be adjusted.

You will not get rewarded for the exercise if you are absent during the presentation.

Midterm and Final Exams: Together 30%

The midterm exam will be made available to you at **12:00 a.m. on March 4th** and will close at **11:59 p.m. on March 5th**.

The final exam will be made available to you at **12:00 a.m. on May 2nd** and will close at **11:59 p.m. on May 3rd**.

Both midterm and final exams has **two parts**: (i) part 1 will comprise multiple-choice, True-False type questions; (ii) part 2 will be problem solving.

Midterm exam covers all the chapters listed in the syllabus before the midterm and final exam covers all the chapters listed in the syllabus after the midterm.
You may take each exam at any time during the specified time frame, but once you start the exam, you will have **limited time to complete** it. Note that if you log-off before you have completed the exam, you will not be able to submit your answers, and you will receive no credit. You will get only **one attempt** to complete the exam. If you submit your assignment late, one point will be deducted for every minute late. Deadlines will be strictly enforced and there will be **no make-up quiz** for any missed quiz except for medical emergency and disability issues.

### Class Communication

- **How do I reach you?**

  All class communication will be conducted via **Rutgers e-mail** and our online learning management system, **Canvas**. You should check your Rutgers email regularly for important announcements. Please forward your Rutgers email to your personal email if necessary. Not checking your Rutgers email is not an excuse for missing any communication. All announcements will also be posted in Canvas and can be accessed via the “Announcements” page in Canvas.

- **How can you reach me?**
  - For **general questions**, please use the “**Class Help: Ask a Question**” under Modules in the Canvas course site.
  - If you have any questions or concerns of a **personal nature**, please contact me via email. I will respond to you within 36 hours. Although, I check my e-mails few times a day, I may not be able to answer all e-mails immediately upon receiving them. If you do not hear from me within 36 hours, please re-send your email as I may have overlooked or accidentally deleted your e-mail.
  - For **meeting me in my office**, please make an appointment.
  - **Skype**: I will be available by appointment only for audio or video conferencing via Skype. Please email me at neda.khanjari@rutgers.edu for an appointment.

### Schedule of Each Week

As much as possible, we will try to stick with a consistent schedule during the week, which starts on Tuesday (Day 1) and ends on Monday (Day 7).

**Tuesday–Wednesday (Day 1–Day 2)**

- Read and study the recommended chapter readings and other materials.

**Thursday–Friday (Day 3–Day 4)**

- Discuss what you learned with your group
• By Friday 11:59 p.m. E.T., one member of your group should post a 5-minute video summarizing your group discussions. Every member of the group should do at least two of the video presentations throughout the semester.
• You will have access to other groups' videos after you post your video. Use them to better understand the material.

Saturday–Monday (Day 5–Day 7)
• By Monday 11:59 p.m. E.T., submit your Quizzes/Problems/Assignments anytime during this period.

Expectations
Your class participation is crucial to successful learning. Every week, you are expected to:
• Read all text material assigned for each class
• Use Lectures as a guide for key concepts
• Follow instructions in all assignments
• Start assignments early and get feedback from the instructor
• Participate in the assigned class discussions. These discussions are designed to be a collaborative learning experience for all involved.
• Consult/meet with the professor immediately when you need help.

Important Administrative Dates
For more information, see the registrar’s website http://registrar.comden.rutgers.edu/

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>First day of Spring semester</td>
<td>Tuesday, January 16, 2018</td>
</tr>
<tr>
<td>Last Day to ADD or DROP a class(es) WITHOUT a W grade</td>
<td>Tuesday, January 23</td>
</tr>
<tr>
<td>Academic Warning Grades Submitted</td>
<td>Monday, February 26 - Friday, March 9</td>
</tr>
<tr>
<td>Spring Recess—University Offices Open—No Classes</td>
<td>Saturday, March 10 - Sunday, March 18</td>
</tr>
<tr>
<td>Last day to WITHDRAW from a class, or all classes, with a W grade. Deadline 5:00 p.m</td>
<td>Monday, April 2</td>
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<tr>
<td>Regular Classes End</td>
<td>Monday, April 30</td>
</tr>
<tr>
<td>Reading Days</td>
<td>Tuesday, May 1 &amp; Wednesday, May 2</td>
</tr>
<tr>
<td>Final Exam Period</td>
<td>Thursday, May 3 - Wednesday, May 9</td>
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Online Course Policies

• Academic and personal integrity: It is totally unacceptable for you to violate honor codes or cause other integrity problems. For your projects, ensure that you cite all external sources of information (including sources on the Internet) fully and completely. For this course, you are not permitted to reuse products from another class or another student. Violators of academic integrity are subject to disciplinary actions such as receiving failing grades and being reported to the relevant University authorities.
• It is your responsibility to do all the assignments by their due dates, attend all classes, and be prepared for, and participate in class discussions.
• All written work should be typed and submitted by the due date. Deadlines will be enforced. Please write your name on all personal work, and your team name and member names on your group work.
• All written assignments must be typed and double spaced; 1 inch margins (top, bottom, sides); poor organization, spelling, and grammar will be penalized.

Netiquette

Interactions in a virtual community can feel different from face-to-face communications. The following guidelines should be followed in your threaded discussions and email communications to facilitate a positive and productive learning experience and build a respectful community of learners.

• In all your interactions, remember there is a person behind the written post.
• Pause and reflect on a post that is uncomfortable before responding. Consider the root of your emotional reaction.
• Remember, we are discussing ideas and disagreements that are not personal in nature. Take care in crafting your response to demonstrate your disagreement with the idea, not the person.
• Do not participate in "flaming." Flaming refers to inflammatory comments that are hostile, insulting, and do not contribute to the learning process. To support a better learning experience for everyone, choose not to respond to "flames".
• Be careful with humor and sarcasm. Because the visual cues are absent, many people cannot tell if your comments are meant seriously or facetiously.
• Contribute to a meaningful discussion by presenting your "best self" in the course environment: Take the time to explain your ideas respectfully and completely. However, also keep brevity in mind. You want to make your point clearly, but also make it concisely.
• It can be challenging to communicate some ideas in writing. If a peer misinterprets your meaning, acknowledge this without being rude or defensive. This is your opportunity to practice clarifying your ideas to others.
• Do not post in all caps. This is the equivalent of SHOUTING at someone and is not acceptable.

Academic Integrity

Academic misconduct includes all acts of dishonesty in any academic or related matter and any knowing or intentional help, attempt to help, or conspiracy to help, another student commits an act of academic dishonesty. Academic dishonesty includes, but is not limited to, the following acts, when performed in any type of academic or academically related matter, exercise, or activity:

• Cheating: using or attempting to use unauthorized materials, information, study aids, or computer-related information
• Plagiarism: representing the words, data, works, ideas, computer programs or output, or anything not generated in an authorized fashion, as one’s own
• Fabrication: presenting as genuine any invented or falsified citation or material
• Misrepresentation: falsifying, altering, or misstating the contents of documents or other materials related to academic matters, including schedules, prerequisites and transcripts.

The Rutgers University Academic Integrity Policy in its entirety can be reviewed online. Policy found at http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers.

The Honor System must be upheld and enforced by each member of Rutgers University community. The fundamental attributes of our community are honor and integrity. We are privileged to operate with this Honor System.

Understanding these guidelines will help you to encourage classroom behavior that does not detract from the quality of each student’s educational experience. Please read the student handbook and think about your role in promoting a University culture based on mutual respect and civility.

If there are questions on how to comply, please contact Mary Flaherty in the Rutgers-Camden Dean of Students office: marykreb@camden.rutgers.edu or contact the appropriate Associate Dean or Area Head at the School of Business.

Student Code of Conduct

http://studentconduct.rutgers.edu/university-code-of-student-conduct

Violations of the Student Code of Conduct are considered serious infractions of student behavior and subject to penalties relative to the level of the matter. Students may not disturb normal classroom procedures by distracting or disruptive behavior. Examples of disruptive behavior include, but are not limited to, the following:

• Repeatedly leaving and entering the classroom without authorization
• Answering cellular phone or allowing pager to beep
• Making loud or distracting noises
• Repeatedly speaking without being recognized, interrupting the instructor or other students, or otherwise acting in disregard of the instructor’s requests

Violations of the code should be reported to the Dean of Students office deanofstudents@camden.rutgers.edu or 856-225-6050.

Disability Accommodation

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines.

If the documentation supports your request for reasonable accommodations, your campus’s disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form.

Any student who has already received a letter of accommodation should contact the instructor privately to discuss implementation of his or her accommodations immediately. Failure to discuss implementation of accommodations with the instructor promptly may result in denial of accommodations.

Please note that the documentation review process may be lengthy. Thus, students are encouraged to initiate the process as early as possible. Additional information can be obtained from the Office of Rutgers-Camden Disability Services.

Rutgers-Camden Learning Center
Armitage Hall, Room 240
311 North Fifth Street
Camden, NJ 08102-1405
Web page: http://learn.camden.rutgers.edu/disability-services
Phone: 856.225.6442
Fax: 856.225.6443
E-mail: tpure@camden.rutgers.edu