

## **OPERATIONS MANAGEMENT**

53:716:513:92 – Fall 2022

On-Line

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Canvas: [rutgers.instructure.com/courses/204773](https://rutgers.instructure.com/courses/204773)

### **COURSE OVERVIEW:**

Operations Management (OM) is a discipline focused on the efficient utilization of inputs (human, capital, and material) into a transformation process that produces an outcome of goods or services of greater value. It involves decision making on how to best design and operate a production system. The term "production system" includes organizations that manufacture products or offer services for profit or non-profit environments. In this course, we will emphasize both the quantitative and managerial aspects of Operations Management problems as well as "real world" examples.

### **LEARNING GOALS:**

Students are expected to achieve the following skills: General Management Knowledge, Critical Thinking and Analytical Decision Making. Successful students in this class will be able to:

1. Identify problems and recognize opportunities for improving the efficiency and effectiveness of processes in organizations.
2. Structure and solve problems in manufacturing and service industries using the tools and techniques commonly found in Operations Management.
3. Effectively communicate the problem, process, and solution to others.
4. Appreciate the responsibilities and value of Operations Management in business.

### **COURSE OBJECTIVES:**

1. Students will understand basic functions of Operations Management and functional area concepts.
2. Students will be able to analyze, interpret and solve business problems using quantitative approaches and critical thinking.

### **REQUIRED TEXTBOOK:**

*Operations & Supply Chain Management*, Russell & Taylor, Wiley. 10<sup>th</sup> Ed., 2019: ISBN-13: 978-1-119-57764-5. Purchase / rent is acceptable. Avoid International version.

### **CANVAS ON-LINE APPLICATION:**

The on-line application used exclusively for this course will be Canvas. Students are expected to know how to access the application and use the features efficiently. The Canvas Course contains Modules that consist of PowerPoint slides associated with each chapter, applicable Discussion Threads and Quizzes.

### **TEACHING METHODOLOGY:**

You alone are responsible for learning the course content and demonstrating your understanding. My role will be as your facilitator in understanding the concepts and techniques. The material presented in the textbook provides the essential theories and concepts of the course. The course material will be presented and discussed each week as "Modules" which will be added to Canvas. To ensure your understanding of the course concepts, you will be participating in Discussion Threads, short Quizzes, Mid-Term, and Final exams as well as a Research Project. This is an intense course, so you are encouraged to stay on top of the readings and discussions. The course is entirely on-line that you may complete at your own pace.

**SYLLABUS UPDATES AND GENERAL COURSE COMMUNICATION:**

All updates and changes to the syllabus, and other important communications will be communicated via Canvas. All course material and announcements will be posted on Canvas. The professor reserves the right to update / modify the syllabus and course requirements if necessary.

**COURSE REQUIREMENTS****1. DISCUSSION THREADS:**

There will be no “groups” or “teams” in this course but there will be required individual participation. Class participation will be graded based on your involvement in the weekly class Discussion Threads for each Module. Discussion Thread topics will ask for your personal experience and opinion of the concepts presented. Sharing of personal examples and experiences helps others to visualize the course material and how it is used in real life.

**2. HOMEWORK:**

Homework problems will be assigned for your use only. They will not be collected or graded. However, the homework problems are reflective of typical exam questions, so you are encouraged to complete them to assess your understanding of the concepts. Homework problems are listed below for each chapter. Homework solutions are posted in the Canvas Homework Module for your reference and verification that you have completed the problems correctly.

**3. QUIZZES:**

There will be a series of quizzes throughout the course. Each quiz will be associated with a particular Module and concept. The quizzes will be specific to the concepts and techniques presented in the applicable Chapter and are designed to test your understanding of the key concepts. The quizzes are timed and must be completed once started. The format of the quizzes will be True / False and Multiple Choice.

**4. RESEARCH PAPER:**

You will be required to write a research paper about a current company or organization and how one of the topics presented in class has either improved the organization’s performance or, as a result of management ignoring the principles, has damaged the organization. The report format and further requirements will be posted on Canvas. Research Papers will not be returned.

**5. EXAMS:**

There will be two exams, one Mid-term Exam and one Final Exam. The exams are non-cumulative. Each exam will consist of a mixture of True / False and Multiple Choice questions that are designed to test your understanding of the facts and concepts of the course. Exams are scheduled at specific times, and you may take the exam any time during that period. Once you start you must finish the exam so make sure you allocate sufficient time to complete once started. Plan for at least two hours to take each exam.

**Exam Make-Up Policy:**

If, for a university-approved reason, you cannot take an exam at the scheduled time you must give the professor written notice at least one week in advance so that other arrangements can be made. If the situation does not allow for advance notification (for example, emergency hospitalization), contact the professor as soon as possible after a missed exam. Any student who missed the exam without prior approval of the instructor or a compelling reason will receive a zero grade for that exam. The professor reserves the right to request written documentation to support your absence (such as a doctor’s note or military orders).

**EVALUATION POLICY:**

Discussion Threads	20%
Quizzes	20%
Research Project	20%
Midterm Exam	20%
Final Exam	<u>20%</u>
<b>Total:</b>	<b>100%</b>

**GRADING POLICY:**

A	90.00% - 100.00%
B+	86.00% - 89.99%
B	80.00% - 85.99%
C+	76.00% - 79.99%
C	70.00% - 75.99%
D	60.00% - 69.99%
F	Below 60.00%

**COURSE COMMUNICATION:**

I will be posting general announcements and updates via Canvas. These will be general announcements that will be focused on critical dates, assignments, relevant real-world examples, course reminders, etc. My contact information is posted at the beginning of this Syllabus. Do not hesitate to contact me with a problem, issue, or request. While I do have a “day job”, I will strive to answer your inquiries within 24 hours. If you do not receive a response in that time-period, please send a follow-up message. My cell phone may be used as a last resort in an emergency. Please use the email tool in Canvas to communicate with me first or my Rutgers E-mail above second. The Canvas system uses your Rutgers email address.

**IMPORTANT ADMINISTRATIVE DATES:**

- September 8, 2022 – First day of class
- November 24, 2022 – Thanksgiving Recess
- December 8, 2022 – Last day of class
- December 22, 2022 – Final Exam

## Course Chapter Schedule

Module	Start Date	Chapter	Topic / Deliverable
1	9/8/22	1 & 1S	<ul style="list-style-type: none"> <li>Operations Management / Decision Analysis</li> <li><a href="#">Quiz Ch 1 &amp; 1S / Discussion Thread</a></li> </ul>
2	9/15/22	2	<ul style="list-style-type: none"> <li>Quality Management</li> <li><a href="#">Quiz Ch 2 / Discussion Thread</a></li> </ul>
3	9/22/22	3	<ul style="list-style-type: none"> <li>Statistical Process Control</li> <li><a href="#">Quiz Ch 3 / Discussion Thread</a></li> <li><b>Research Project Abstract Due</b></li> </ul>
4	9/29/22	4 & 5	<ul style="list-style-type: none"> <li>Product Design / Service Design</li> <li><a href="#">Quiz Ch 4 &amp; 5 / Discussion Thread</a></li> </ul>
5	10/6/22	6	<ul style="list-style-type: none"> <li>Process and Technology</li> <li>No Quiz / Discussion Thread this week</li> </ul>
6	10/13/22	7	<ul style="list-style-type: none"> <li>Capacity and Facility Design</li> <li>No Quiz / Discussion Thread this week</li> </ul>
-	10/20/22	-	<b>MIDTERM: Chapters 1, 1S, 2 -7</b>
7	10/27/22	10 & 11	<ul style="list-style-type: none"> <li>Supply Chain Management</li> <li><a href="#">Quiz Ch 10 &amp; 11 / Discussion Thread</a></li> </ul>
8	11/3/22	12	<ul style="list-style-type: none"> <li>Forecasting</li> <li><a href="#">Quiz Ch 12 / Discussion Thread</a></li> </ul>
9	11/10/22	13	<ul style="list-style-type: none"> <li>Inventory Management</li> <li><a href="#">Quiz Ch 13 / Discussion Thread</a></li> </ul>
10	11/17/22	14 & 15	<ul style="list-style-type: none"> <li>Sales / Resource Planning</li> <li><a href="#">Quiz Ch 14 &amp; 15 / Discussion Thread</a></li> </ul>
-	11/24/21	-	<b>*** NO CLASS: THANKSGIVING BREAK ***</b> Individual assignment on Research Project
11	12/1/22	16	<ul style="list-style-type: none"> <li>Lean Systems</li> <li>No Quiz / Discussion Thread this week</li> </ul>
12	12/8/22	17	<ul style="list-style-type: none"> <li>Scheduling</li> <li><a href="#">Quiz Ch 16 &amp; 17 / Discussion Thread</a></li> <li><b>Research Project Due</b></li> </ul>
-	12/15/22	N/A	<b>Reading Day</b>
-	12/22/22		<b>FINAL: Chapters 10 - 17</b>

**Individual Homework Assignments: For reference only**

<b>Chapter</b>	<b>10<sup>th</sup> Edition HW Problems</b>
1 & Supp 1	Ch 1: 1,7 / ChS1: 3,10
2	3, 4, 10
3	2, 6, 19, 40
4 & 5	Ch 4: 8, 17, 18 / Ch 5: None
6 & 7	Ch 6: 3, 4, 8, 10 / Ch 7: 3, 13
10 & 11	Ch 10: 1, 7 / Ch 11: None
12	Ch 12: 1
13	Ch 13: 6, 26
14 & 15	Ch 14: 30 / Ch 15: 9, 12
16 & 17	Ch 16: 3, 4 / Ch 17: 8, 19

## **GENERAL UNIVERSITY POLICIES**

### **Academic Integrity**

Policy found at: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>.

*Students are responsible for understanding the principles of academic integrity and abiding by them in all aspects of their work at the University.* Students are also encouraged to help educate fellow students about academic integrity and to bring all alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

Academic Integrity means that you must:

- Properly acknowledge and cite all use of the ideas, results, or words of others
- Properly acknowledge all contributors to a given piece of work,
- Make sure that all work submitted as your own in a course activity is your own and not from someone else
- Obtain all data or results by ethical means and report them accurately
- Treat all other students fairly with no encouragement of academic dishonesty

Adherence to these principles is necessary in order to ensure that:

- Everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- All student work is fairly evaluated, and no student has an inappropriate advantage over others
- The academic and ethical development of all students is fostered
- The reputation of the University for integrity is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. Violations are taken seriously and will be handled according to University policy.

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

### **Student Code of Conduct**

Policy found at: <http://studentconduct.rutgers.edu/university-code-of-student-conduct>

The Rutgers Student Code of Conduct is applicable to all students and to all modes of educational delivery. 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. Student may not intimidate, threaten, defame other students or faculty or create/cause disorderly conduct to a classroom (online or on-campus)

Violations of the code should be reported to the Dean of Students office [deanofstudents@camden.rutgers.edu](mailto:deanofstudents@camden.rutgers.edu) or 856-225-6050.

If the violation is immediate and a potential threat is a concern, call the Rutgers-Camden police at 856-225-6111

### **Etiquette Expectations from On-Line Students:**

The following protocols on the codes of behavior reflect professional business norms on manners, courtesy, and respect. *(In general, you should treat others as you would like others to treat yourself. Be mindful that what is acceptable in a text or chatroom with friends may not be appropriate in a an online conversation with an instructor or other students)*

Even though many of you are already aware of these protocols, they are explicitly stated here so that everyone is cognizant of the same protocols. These protocols should be followed by all students taking this course to help ensure the online experiences for everyone involved are pleasant. They are as follows:

- If you were to send an e-mail to the professor / tutor, please address the person appropriately such as “Dr. ....” or “Mr./Ms. ....” ,not ‘Hey’. Note that I will address you with your first name, unless you prefer that I address you differently.
- When sending an e-mail, you can get better attention by using the following guidelines:
  - use descriptive subject lines, (I am sure you have received a lot of Spam e-mails and I have occasionally and accidentally deleted student e-mails that I thought was Spam.)
  - please be as brief as possible by going straight to the point, and if possible, limit the use of attachments

**Never send offensive and insulting messages\*** (this is a violation of the Student Code of Conduct). If you disagree, say so and state your reasons. Social media is a very powerful tool for communication. However, it can be badly misused if it is not used correctly or professionally. For example, you may have personal and legitimate concerns with this course. However, other students, who do not have similar feelings, can be negatively influenced by your concerns. This will unnecessarily and negatively affect their overall experience of the course. Therefore, to minimize such an occurrence, please feel free to directly contact the instructor/tutor first to resolve any concerns that you may have to help ensure that everyone’s online experience of this course is beneficial.

- Always guard against inciting others when it comes to content, opinions, etc. That is, avoid blaming or accusing others of wrongdoing.
- Do not start a volley of back-and-forth e-mails, with copies distributed to every student in the class.
- Copy the minimum number of people. That is, send e-mails to only the people you think should receive and will benefit from it.
- Treat all e-mails and postings as permanent forms of written record and do not expect that any your e-mail communications to be private, unless stated otherwise. Instead, assume that all e-mail communications are public.
- Do not publicize your own or others’ personal information (such as email, phone numbers, last names, etc.)

### **Disability Services/Accommodations**

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 Office of Disability Services web site at:

<https://ods.rutgers.edu/students/registration-form>.

<https://success.camden.rutgers.edu/disability-services>

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