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Office Hours

- **On-Campus:** MW @ 9:00 - 11:00 am;
Friday @ 9:00 – 10:00 am
- **Virtual via Zoom:** Tuesday @ 10-11:00am
Meeting ID: 727 366 5624 Passcode: Please

Course Description

Official Catalog Description: The use of resources in producing goods and services: concepts of planning, scheduling, and controlling productive activities and physical resources.

Professors' Course Description: Operation managers are liaisons between various functions of business and their responsibilities critical to meeting customer demands while balancing cost, delivery, safety, and quality. This course introduces the basic concepts of Operations Management (OM) through the use of traditional textbook readings and problem sets while incorporating the use of a team-based consulting project that will engage the learner in OM specific situations requiring critical thinking skills while honing one's communication abilities.

Course Prerequisite

FINA 301: Managerial Finance and Senior standing.

Course Materials

Textbook: Krajewski, Malhotra, & Ritzman (2019) *Operations Management: Processes and supply chains (12th Edition)* with MyOMLab Access Card: Student Value Bundle: **ISBN: 978-0134855424 (See bookstore for more options).**

Note: *Students must have access to Pearson MyOMLab (MOL) for this class, which can be found within D2L>Assignment Resources>MyOMLab (MOL). The Pearson course materials for this class are available via Pearson Direct Digital Program. Access to online materials will be available on the first day of class. These materials include online homework, simulations, exams, and the eBook. If you choose to opt out of the program you will need to purchase the course materials on your own, including an access code. Please watch for emails from the "CMU Bookstore" about 'opting out' as well as charges to your student account. These emails will be sent to your "@mavs.coloradomesa.edu" address.*

Student Learning Objectives – Course Level

Upon completion of this course, a business student will be able to:

- Recognize systems used by an organization to produce its goods and services
- Identify the tasks of designing, operating, maintaining and improving processes of a business and how these concepts link together
- Explain the major concepts and tools currently used to understand the delivery of goods and services
- Apply operations management concepts and tools appropriately
- Apply skills in teamwork including leadership, project management and time management skills
- Locate, critique, integrate, and present information about an operations management concept or situation.

Student Learning Objectives – Departmental Level

Upon completion of their business degree, a business student will be able to:

SLO #1: Critical Thinking

- 1.1 - Analyze business issues critically utilizing appropriate research methodologies.
- 1.2 - Apply business knowledge and skills in appropriate business contexts.

SLO #2: Effective Communication Skills

- 2.1 - Communicate clearly, appropriately, and persuasively to the audience in writing.
- 2.2 - Communicate clearly, appropriately, and persuasively to the audience orally

SLO #3: Teamwork

- 3.1 - Differentiate various functions of teams within organizations
- 3.2 - Demonstrate behaviors consistent with effective teamwork

SLO #4: Ethical Awareness

- 4.1 – Analyze an issue within an ethical framework
- 4.2 – Recommend a solution based on an ethical framework

Course Delivery and Structure

This course is designed to facilitate learning through face-to-face class sessions at CMU and supplemented with Pearson’s MyOMLab. We will also be using CMU’s D2L on-line portal to facilitate the distribution of course materials (i.e. syllabus, handouts, etc.), electronic communication, submitting assignments, and grade management. Your progress through the semester will be assessed by your participation in the weekly class discussions and learning activities, writing assignments, and exams throughout the semester.

You are expected to read the assigned chapters **prior to the start of each week** and be prepared to actively participate in the classroom discussions. The assignments associated with the chapter readings are due no later than the due date published in D2L.

Weekly Class Session Outline
(see D2L for specific due dates)

Week #	Class Session Topics	Assignment(s)
1 (Jan 24)	<ul style="list-style-type: none"> • Introductions, Syllabus / Course Review • <i>Operations Team Consulting Project Overview</i> • Chapter 1: <i>Using Operations to Create Value</i> 	Read: Chapter 1 MyOMLab Tutorial (MOL) Problem Set (MOL): 1, 7 Video Case: Crayola
2 (Jan 31)	<ul style="list-style-type: none"> • Supplement A: <i>Decision Making</i> • Chapter 2: <i>Process Strategy and Analysis</i> 	Read: Supplement A (p. 29 – 34) Problem Set (MOL): 1, 3, 12 Read: Chapter 2 Problem Set (MOL): 2, 12, 19 Case: Jose's Mexican Restaurant Create Ops Teams
3 (Feb 7)	<ul style="list-style-type: none"> • Chapter 3: <i>Quality and Performance</i> 	Read: Chapter 3 Problem Set (MOL): 1, 3, 24 Video Case: Quality at Axon Simulation: Quality Management
4 (Feb 14)	<ul style="list-style-type: none"> • Exam #1: Chapters 1,2,3, & SUP A • Chapter 4: <i>Capacity Planning</i> 	Read: Chapter 4 Problem Set (MOL): 1, 7, 20 Video Case: Southwest Airlines Ops Team Assignment #1 Due
5 (Feb 21)	<ul style="list-style-type: none"> • Chapter 5: <i>Constraint Management</i> 	Read: Chapter 5 Problem Set (MOL): 1, 4 Video Case: Southwest Airlines
6 (Feb 28)	<ul style="list-style-type: none"> • Chapter 6: <i>Lean Systems</i> 	Read: Chapter 6 Problem Set (MOL): 2, 12 Case: Copper Kettle Catering
7 (Mar 7)	<ul style="list-style-type: none"> • Chapter 7: <i>Project Management</i> 	Read: Chapter 7 Problem Set (MOL): 1, 5 Video Case: Choice Hotels Simulation: Project Management
8 (Mar 14)	<ul style="list-style-type: none"> • Exam #2: Chapters 4,5,6,7 • Chapter 8: <i>Forecasting</i> 	Read: Chapter 8 Problem Set (MOL): 1, 6 Case: Yankee Fork Simulation: Forecasting Ops Team Assignment #2 Due
9 (Mar 21)	<ul style="list-style-type: none"> • Spring Break 	<i>Relax...Have Fun.... Be Safe</i>

Week #	Class Session Topics	Assignment(s)
10 (Mar 28)	<ul style="list-style-type: none"> Chapter 9: <i>Inventory Management</i> 	Read: Chapter 9 Problem Set (MOL): 6, 7, 10 Case: Parts Emporium Simulation: Inventory Management
11 (Apr 4)	<ul style="list-style-type: none"> Chapter 10: <i>Operations Planning and Scheduling</i> 	Read: Chapter 10 Problem Set (MOL): 2, 13 Case: Memorial Hospital
12 (Apr 11)	<ul style="list-style-type: none"> Chapter 11: <i>Resource Planning</i> 	Read: Chapter 11 Problem Set (MOL): 1, 11 Case: Flashy Flashers
13 (Apr 18)	<ul style="list-style-type: none"> Exam #3: Chapters 8,9,10,11 Chapter 12: <i>Supply Chain Design</i> 	Read: Chapter 12 Problem Set (MOL): 1, 6 Video Case: Crayola Simulation: Supply Chain Management Ops Team Assignment #3 Due
14 (Apr 25)	<ul style="list-style-type: none"> Chapter 13: Supply Chain Logistic Networks 	Read: Chapter 13 Problem Set (MOL): 4, 11 Video Case: Continental Tire
15 (May 2)	Chapter 14: <i>Supply Chain Integration</i>	Read: Chapter 14 Problem Set (MOL): 1, 9, 13 Video Case: Starwood Research Activity (D2L) Ops Team Assignment #4 Due
16 (May 9)	<ul style="list-style-type: none"> Chapter 15: <i>Supply Chain Sustainability</i> Ops Team Presentations 	Read: Chapter 15 Problem Set (MOL): 1, 3 Video Case: Cliff Bar
17 (May 16)	<ul style="list-style-type: none"> Exam #4: Chapters 12, 13, 14, 15 	Final Exam Week

Course Assignments

Case Study (20 points each, 300 points Total):

Each chapter has a “Case Study” or “Video Case” assignment that can be found at the end of the chapter. You need to read the appropriate case (and associated chapter) then write up your short essay responses accordingly. If the case is a “Video Case” you need to watch the associated in MyOMLab (MOL). Answer all of the questions for the appropriate case unless otherwise noted. Your responses to each question need to be at least 150 words and, when appropriate, should be supported by facts from the textbook, lectures, discussions, or other credible sources. Many of

the questions will require solving problems in which the 150-word minimum will not apply. When solving problems, you need to show how you arrived at your answer...not just the final solution. In other words, responses need to demonstrate your ability to support your ideas with facts and not just your opinion (unless the question is specifically asking for your opinion).

Submit all case study assignments in the appropriate dropbox in D2L by the due date. There will be no points for late assignments (see Course Policies at the end of this syllabus). Use the Case Study Template provided for all case study assignments (this can be found in D2L>Case Study Assignments). You may work in groups for the case studies but ***each person needs to submit an individual assignment***. A Rubric is used to grade these assignments within D2L.

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Problem Sets (10 points each problem; 380 points total)

Problems are assigned from each chapter as noted in the above schedule and can be found within MyOMLab. Complete all Problem sets as noted within MyOMLab and submit prior to the due date shown in D2L and MyOMLab. No points for late assignments (see Course Policies at the end of this syllabus).

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Simulation (25 points each, 125 points Total):

There are five (5) simulations found within MyOMLab. Each simulation should take around 20 minutes to complete. Upon completion, please review your results summary and click the “save & submit” button to end the simulation. You may take the simulation multiple times should you want to improve your score. The assignments close on the due date/time and cannot be taken after the due date passes. No points for late assignments (see Course Policies at the end of this syllabus).

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Operations Team Consulting Project (250 points total):

To better understand the dynamics of Operations Management this assignment requires you to engage in a process improvement activity. You will work in teams and observe a process (service or manufacturing), document the process, identify value added vs. non-value added activities, and make suggestions for improvement. Details of this assignment can be found within D2L > Operations Team Consulting Project.

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Chapter Content Exams (20 points per chapter, 300 points total):

There will be four exams throughout the semester covering content from the textbook readings and classroom/online discussion. These exams will be taken in class as noted in the above schedule with the specific exam date is shown in D2L.

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Miscellaneous Assignments & quizzes (Point Total TBD)

During the semester various assignments and quizzes may be given that will allow the student to earn points. This may be in the form of class quizzes, classroom activities, and various other exercises that will contribute to applying the content learned in class.

Evaluation

A final letter grade will be assigned as follows:

Grade	Percentage
A	90.00 – 100.00%
B	80.00 – 89.99%
C	70.00 – 79.99%
D	60.00 – 69.99%
F	59.99% and below
Note: Rounding of grades up/down does not occur.	

Activity	Total Points	% Total
Case Study	300	22%
Problem sets	380	28%
Simulations	125	9%
Ops Team Project	250	19%
Exams	300	22%
Total Points	1385	100%

Once an assignment is graded, you can view your progress through D2L as the assigned grade will be posted in the “Grades” section.

Course Policies

Course Changes: The professor reserves the right to make course changes and syllabus revisions as the course progresses throughout the semester. Revision numbers are assigned at the bottom of this syllabus and when revisions are made, the syllabus will be updated and communicated to students via email.

Late Assignments, Missed Exams, Missed Classes: Communication, communication, communication.....early and often. Assignments turned-in **AFTER the due date** will not be considered for points. Communicate with the professor **PRIOR to the due date** to negotiate a new due date and deduction of points for being late. Any negotiation needs to be completed prior to 4pm the Friday prior to the Sunday due date. Exams may be taken **PRIOR** to the exam date only upon professor approval. Missed exams will not be allowed except in extenuating circumstances.

Time Requirements: An undergraduate student should expect to spend a minimum of two hours outside the classroom for every hour in the classroom. The outside hours may vary depending on the number of credit hours or type of course. For example, a 3-credit hour course meets for 2.5 hours per week...you should estimate the weekly requirement outside of class at least 5 hours. For online classes, there are no formal “class sessions” therefore you should plan on spending at least 7.5 hours or more per week on assigned readings, discussion boards, and other class activities and assignments. Regardless if you are an on-campus or on-line student, the amount of effort and initiative you invest in your studies will impact the amount of learning you achieve during this course.

Rubrics: Grading rubrics are used for many of the assignments in this class and are posted in the D2L course session and reviewed during class prior to the assignment due date.

Policy on Homework Help: If you are struggling with the course content and homework assignments it is your responsibility to be proactive in **ASKING** for help. There are a number of resources at CMU that

can help with your academic studies but you must take the first step and allow enough time to participate in the improvement activities (i.e. not the last week of class).

Grades: Grades will be posted in D2L within a reasonable amount of time after the assignment or exam is complete. You are responsible for checking your grades and managing your success in this class.

Class participation: Participation and contribution to the class discussion is required. Those who do not participate or contribute will struggle with success in the class. Points will be awarded for class participation during class activities...**if you do not attend class you cannot earn participation points.**

Attendance policy: Your attendance will be tracked however points are not awarded in this class for attendance. Points are awarded for participation and not available if you do not attend. There is a strong connection between those who attend and participate in class on a regular basis and their performance in the class.

Computers and cell phones in the classroom: Cell phones should be in “do not disturb” mode during class session. I encourage the use of computers (laptops, tablets, smartphones) during the class session for the use of note taking, PPT review, research of course topics, translators, etc. What will not be tolerated is the use of any social media during the class session (i.e., Facebooking, texting, tweeting, etc.), or other distracting behavior. During Exams, no electronic devices will be allowed with the exception of calculators.

University Policies and Student Assistance: All Academic Policies and Student Support service can be found within the D2L for this course.

Academic Dishonesty: Academic dishonesty is the intentional act of fraud, in which an individual seeks to claim credit for the work and efforts of another or uses unauthorized material or fabricated information in any academic exercise. Academic dishonesty also includes, but is not limited to:

- Forgery/fabrication/falsification/plagiarism of academic documents;
- Intentionally impeding or damaging the academic work of others;
- Assisting others in acts of academic dishonesty;
- Cheating in the classroom;
- Unauthorized attendance;
- Multiple submissions; and
- Unauthorized collaboration.

Any academic misconduct will be reported to the Academic Department Head, may be reported to the Office of Academic Affairs, and may result in a failing grade, suspension, or dismissal.

The Davis School of Business (DSB) policy defines plagiarism, indicates that written work may be submitted via plagiarism detection software, and indicates a zero-tolerance policy.

Academic Integrity: DSB faculty follows University policies for academic integrity and can be reviewed [HERE](#).

- All students should familiarize themselves thoroughly with those policies.

- All graded work in DSB classes is intended to be individual effort unless specifically stated in the course syllabus.
- There are three forms of plagiarism considered by the DSB:
 1. Dictionary.com (2021) defines “plagiarism” as “an act or instance of using or closely imitating the language and thoughts of another author without authorization and the representation of that author’s work as one’s own, as by not crediting the original author” (Retrieved June 28, 2021 from <http://dictionary.reference.com/browse/plagiarism>).
 - The best way to avoid accusation of this traditional form of plagiarism is to clearly and liberally cite the works from which the material is drawn.
 - On assignments that require research of any source external to the student, the student must give credit to the original source using a formal citation. That includes text, images, sound, video, or any other media copied from the web sites.
 - The course instructor has several methods to determine if plagiarism exists, including specialized software such as Turnitin.
 2. Plagiarism includes “self-plagiarism,” which is reusing the same work completed for another class without the instructor’s specific approval.
 3. The DSB also defines plagiarism to include copying some or all of another student’s computer-generated assignment, with or without slight or major modifications, and submitting such assignment for a grade. If the originator of the file gives permission to the copier, both students have committed plagiarism.
- Colorado Mesa University sanctions for violating academic integrity policy “include a reduced or failing grade for course assignments or tests or the entire course. Faculty may also withdraw a student from a course at any time.”
- **The DSB has a zero-tolerance policy in all department courses:** Each violation of academic integrity will be reported to the Academic Department Head who may report the student(s) to the Vice President for Academic Affairs. The student(s) may be administratively withdrawn from the course and a grade of F may be recorded for the student(s) in that course and/or a zero on the assignment.