

Course	BUSN 6110.68 Operations and Project Management	
Term	Fall 2 2008 Thursday October 20, 2008 to December 15, 2008	
Instructor	Name: Martin D. Rosenblum Phone: 407-249-5959 FAX: 407-249-5959 Email: mrosenblum01@cs.com	
Catalog Description	This is a course that focuses on the major managerial issues in manufacturing management and the tools that can be used to manage them. Special attention will be given to project management, including PERT, critical path scheduling, and time-cost models, in operations management and other business settings. The major operations management issues are quality management and control, capacity management, plant location, layout and design, production planning and scheduling, supply chain management, and inventory management. The analytical tools covered include queuing theory, statistical quality control, linear programming, and learning curves. Where appropriate, the use of operations management techniques in service and distribution organizations will be demonstrated.	
Prerequisites	BUSN 5760 Applied Statistics	
Course Level Learning Outcomes	Outcome	Expectation
	1. Students understand the role of OM in the firm and how the OM function must be integrated with other functions to ensure organizational success.	Students can describe the appropriate relationship between the goals of other functional areas (i.e. marketing) and analyze operational level conflicts between the goals of functional areas and recommend a constructive response.

	<p>2. Students can utilize PERT analysis to plan, manage, and evaluate a large project.</p>	<p>Students can develop a PERT diagram, calculate the critical path, decide whether or not an activity should be crashed, and estimate the probability that the project will be completed on time.</p>
	<p>3. Students understand new product development processes.</p>	<p>Students can read the description of a new product development process and determine if it is up-to-date. If it is not up-to-date the student can recommend changes that will bring it up to date.</p>
	<p>4. Students know both the SQC and non-SQC approaches to the management of quality.</p>	<p>Students can develop an SQC chart and use it to evaluate the quality performance of an ongoing production process. The student can also describe how to use QFD, VA, vendor analysis and Value Engineering in the managing of quality.</p>
	<p>5. Students understand both the strategic and plant level capacity planning issues.</p>	<p>Students can discuss the major determinants of long term production capacity. The students can also determine bottlenecks in the process and make recommendations for dealing with the bottlenecks. This will include determining if the capacity expansion of the bottleneck makes good profitability sense.</p>
	<p>6. Students understand the major determinants of facility location decisions and will know how to use factor rating models to assist in the decision.</p>	<p>Students can discuss the facility location decision process to include the major variables. The student will, given the necessary information, also be able to use factor rating to assist in the location decision.</p>
	<p>7. Students understand the basic issues involved in facility layout with an emphasis on assembly line-type manufacturing.</p>	<p>Student can balance an assembly line to meet the expected production volume will be able to determine the maximum output of the assembly line. Students can also explain the impact of cycle time on production capacity.</p>

	<p>8. Students understand the basic issues involved in inventory management to include MRP.</p>	<p>Student can determine the general nature of the inventory management task once the basic competitive posture of the firm has been determined. Students can also use EOQ calculations to assist in the inventory decisions.</p>												
	<p>9. Students understand the general process of production planning to include aggregate planning and plant scheduling.</p>	<p>Students can describe the production planning process from the initial sales estimate to the plant floor. Student can also apply Johnson's rule in scheduling the n-job on two machines problem.</p>												
<p>Materials</p>	<p>REQUIRED TEXTBOOK:</p> <ul style="list-style-type: none"> • Operations Management • 9th edition Ed by J. Heizer & B. Render • ISBN-10: 0138128782 • ISBN-13:9780138128784 <p>SUGGESTED SUPPLEMENTAL READINGS: None</p> <p>Supplemental Reading:</p> <ul style="list-style-type: none"> • Handouts will be provided throughout the class 													
<p>Grading</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">COURSE REQUIREMENTS:</th> <th style="text-align: center;">% OF GRADE</th> </tr> </thead> <tbody> <tr> <td>a. Research Paper</td> <td style="text-align: center;">30%</td> </tr> <tr> <td>b. Quiz 1</td> <td style="text-align: center;">10%</td> </tr> <tr> <td>c. Mid-term Examination</td> <td style="text-align: center;">20%</td> </tr> <tr> <td>d. Final Exam</td> <td style="text-align: center;">30%</td> </tr> <tr> <td>e. Quality of Class Participation</td> <td style="text-align: center;">10%</td> </tr> </tbody> </table>		COURSE REQUIREMENTS:	% OF GRADE	a. Research Paper	30%	b. Quiz 1	10%	c. Mid-term Examination	20%	d. Final Exam	30%	e. Quality of Class Participation	10%
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The GRADUATE catalog provides these guidelines and grading options:

- **A/A–** Superior graduate work
- **B+/B/B–** Satisfactory graduate work
- **C** Work that is barely adequate as graduate-level performance
- **CR** Work that is performed as satisfactory graduate work (B– or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses.
- **F** Work that is unsatisfactory
- **I** Incomplete work
- **ZF** An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal.
- **IP** In progress
- **NR** Not reported
- **W** Withdrawn from the course

Taking the numerical score from the formula above and converting it to the appropriate letter grade from the chart determine the student's letter grading for the course.

Letter Grade	Numerical Score
A	96-100% (4.0)
A-	91-95% (3.67)
B+	87-90% (3.33)
B	82-86% (3.0)
B-	78-81% (2.67)
C	70-77% (2.0)
F	69 & below (0)
I	Incomplete (0)
W	Withdrew

Activities

- **CLASS PREPARATION**
All assigned readings should be completed and assigned problems should be attempted before class. **STUDY** chapters have appreciable content and should be studied for subject mastery. **READ** chapters and

	<p>inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><i>Disturbances</i></p> <p>Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p><i>Student Assignments Retained</i></p> <p><i>From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</i></p> <p><i>Contact Hours for this Course</i></p> <p>It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p>Course Policies</p>	<p>Attendance at all class sessions is expected. Late assignments will be accepted if prior arrangements have been made with the instructor, but will be given reduced points based upon the number of class sessions it is late.</p>

Weekly Schedule	
Week 1	Class Overview and Requirements Class Introductions Introduction to Operations Management Overview Prior to class please read: <ul style="list-style-type: none"> • Chapter 1-Operations and Productivity • Chapter 2- Operations Strategy in a Global Environment • Chapter 3 – Project Management
Week 2	Term Paper Topics are due at the beginning of class. Prior to class please read: <ul style="list-style-type: none"> • Chapter 4 - Forecasting • Chapter 5 – Design of Goods and Services • Chapter 6 – Managing Quality
Week 3	QUIZ 1 (Take Home quiz covering chapters 1 through 6) Prior to class please read: <ul style="list-style-type: none"> • Chapter 7- Process Strategy • Chapter 8 – Location Strategies • Chapter 9- Layout Strategies
Week 4	Term Paper Drafts (Non-Graded) Prior to class please read: <ul style="list-style-type: none"> • Chapter 10 – Human Resources and Job Design • Chapter 11 – Supply Chain Management
Week 5	MID-TERM EXAMINATION This is an in-class exam covering chapters 7 through 11
Week 6	Prior to class please read: <ul style="list-style-type: none"> • Chapter 12 – Inventory Management • Chapter 13 – Aggregate Planning
Week 7	Prior to class please read: <ul style="list-style-type: none"> • Chapter 14 – Material Requirements Planning (MRP) and ERP • Chapter 15 – Short Term Scheduling
Week 8	TERM PAPERS DUE AT THE BEGINNING OF CLASS (PLEASE PROVIDE BOTH HARD AND SOFT COPIES) Prior to class please read: <ul style="list-style-type: none"> • Chapter 16 – JIT and Lean Operations • Chapter 17 Maintenance and Reliability
Week 9	FINAL EXAMINATION This is an in-class exam covering chapters 12 through 17 Wrap Up

<p>Additional Information</p>	<p>Course Requirements:</p> <p><u>Course Attendance:</u> The University reserves the right to drop students who do not attend class the first two weeks of the term/semester. Students are expected to attend all class sessions of every course. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences.</p> <p><u>Conduct:</u> Students enrolling in a degree program at Webster University assume the obligation of conducting themselves in a manner compatible with the University's function as an education institution. Misconduct for which students are subject to discipline may be divided into the following categories:</p> <ol style="list-style-type: none"> 1. All forms of dishonesty, cheating, plagiarism, or knowingly furnishing false information to the University. 2. Obstruction or disruption of teaching, research, administration, disciplinary procedures, or other University activities or of other authorized activities on University premises. 3. Classroom disruption. Behavior occurring within the academic arena, including but not limited to classroom disruption or obstruction of teaching, is within the jurisdiction of Academic Affairs. In case of alleged campus and/or classroom disruption or obstruction, a faculty member and/or administrator may take immediate action to restore order and/or to prevent further disruption (e.g. removal of student[s] from class or other setting). Faculty members have original jurisdiction to address the immediacy of a situation, as they deem appropriate. When necessary and appropriate, Public Safety and/or the local [or military] police may be contacted to assist with restoring peace and order. Faculty response is forwarded to the academic dean (or his or her designee) for review and, if necessary, further action. Further action might include permanent removal from the course. Repeated offenses could lead to removal from the program and/or the University. 4. Theft of or damage to property of the University. Students who cheat or plagiarize may receive a failing grade for the course in which the cheating or plagiarism took place. <p>Students who engage in any of the above misconducts may be subject to dismissal from the University on careful consideration by the executive vice president of the University or his designee. To the extent that penalties for any of these misconducts (e.g. theft or destruction of property) are prescribed</p>
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by law, the University will consider appropriate action under such laws.

Students are subject to the Student Code of Conduct and Judicial Procedure described in the Online Student Handbook.

Course Contact Hours:

Unless a course has enrolled fewer than four students, faculty have a contractual obligation to meet the full complement of contact/meeting hours (32 for undergraduate courses; 36 for graduate courses). Not to meet this full complement of hours may be construed as a breach of contract and may also endanger Webster University's accreditation by The Higher Learning Commission and membership in the North Central Association of Colleges and Schools, and its licensure by the State of Florida. Finally, course meetings which are missed for any reason must be made up.

DETERMINATION OF GRADES IS BASED ON THE FOLLOWING CRITERIA:

Minimum Requirements:

Products (papers, case studies, projects) must be on time, in the correct format, corrected for spelling and grammar, appropriate materials included and referenced to-the-point and on topic and conclusions must be supported.

Examinations must be complete, accurate, neat, evidence clear thought, and exhibit concise and to-the-point responses.

Behavior in class discussions and group activities should be responsible, should exhibit open communication, be constructive, and helpful.

Mastery Level (Grade of "B"): Professional Achievement

Products must meet the requirements stated above for minimum requirements and additionally meet professional criteria. For example, documentation should be included to support research papers, the APA format should be used consistently throughout the paper, and substantially more than the minimum number of references should be included. Presentations should be logical, organized, and comprehensive.

Examinations should be organized, in depth, comprehensive, logical and complete, and evidence thorough understanding of the subject /topic through application of principles.

Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.

Mastery Level Plus (Grade of "A"): Creative Achievement

Products must meet all requirements stated above and additionally meet creative criteria. These criteria include unique topic or subject selection, synthesis of ideas, evaluation of subject matter and positions found in the literature, be creative in approach, establish new relationships with ideas and provide new insights.

Examination responses indicate insightfulness of understanding, a synthesis of information and unique ideas, and rationale for application of principles following careful analysis.

Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.

The grade of "A" represents the best work of students, accomplished in a unique and professional manner.

Note:

To achieve the objectives of this course, this syllabus may be revised at the discretion of the instructor without prior notification or consent of the student.

For Webster University policies and procedures, please refer to the Catalog and Student Handbook.

Reviewed by: _____ *John E. Vincent* _____

Job Title: _____ Mentor, MBA _____

Date: _____ September 17, 2008 _____