

Management 260: Operations Management Syllabus (Fall 2009): 27 August 2009

Moravian College

SYLLABUS *n* 1: a compendium or summary outline of a discourse, treatise, course of study, or examination requirements : a series of abstracts. (Webster's 3d New International Dictionary (1966))

Dr. George Brower Comenius Hall 212 610-861-1379 browerg@moravian.edu

	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>
?:??- 9:45	OHBA	OHBA	OHBA	OHBA	OHBA
9:45-10:15 Office Hours	OHBA	OHBA	Office Hours	OHBA	OHBA
10:20-11:30 MGMT 260	OHBA	OHBA	MGMT 260	OHBA	OHBA
11:30:12:00 Office Hours	OHBA	OHBA	Office Hours	OHBA	Office Hours
1:10- 2:20 ECON 156B	OHBA	OHBA	ECON 156B	OHBA	ECON 156B
2:35- 3:45 ECON 156C	OHBA	OHBA	ECON 156C	OHBA	ECON 156C
3:45- 4:15 Office Hours	OHBA	OHBA	Office Hours	OHBA	Office Hours
4:15- ?:??	OHBA	OHBA	OHBA	OHBA	OHBA

Office Hours: No appointments! You can “Walk right in, sit right down”¹ (FCFS, of course)

OHBA: Office Hours By Appointment, at mutually convenient times. and places.

Just ask, in person, by email or telephone; **include some times that work for you!**

These hours and any changes to them will be distributed and posted on my office door.

Prerequisites: Econ 152 (Principles of Economics) **and** Econ 156 (Economic and Business Statistics) must be **completed**. Although not a formal prerequisite, I assume you have completed the Department's calculus requirement.

Goals: Operations Management will develop your ability to write about management applications of economic theory. The course uses scheduling, inventory, and process improvement to extend and develop your ability to solve management problems with:

- I. a structured problem solving process
- II. statistics, graphs, and spreadsheets
- III. written explanations of operations management problems.

Required & Suggested Text, Suggested Materials:

Goldratt, Eliyahu (2004) *The Goal*. Great Barrington, MA: North River Press.

Dettmer, H. William. (2007) *The Logical Thinking Process: A Systems Approach to Complex Problem Solving*. Milwaukee, WI: ASQ Quality Press.

Harvey, Greg (2006) *Excel 2007 Workbook for Dummies*. Hoboken, NJ: Wiley.

A calculator (EVERY class!), 3x5 cards, colored pencils, straight edge,

Course Work:	Points	Incl 50 Pts for:
Prereq & Spreadsheet Proficiency	100	10.0%
Inventory Homework	100	10.0%
Scheduling Homework	100	10.0%
Process Improvement Homework	100	10.0%
Midterm Exam	200	20.0%
Term Project	150	15.0%
Final Exam	250	25.0%
Attendance	0	0.0%
Total	1,000	100.0%

Management 260: Operations Management Syllabus (Fall 2009): 27 August 2009

Policies:

Academic Honesty: The policy² in the current Moravian College Student Handbook³ applies.

Attendance: I use attendance to:

1. Attach faces to names,
2. Know who is present and ready to work at the scheduled time,
3. Assist the Academic Affairs Office when a student withdraws, and
4. Guide benefit-of-the-doubt decisions when course grades are due.

Attendance does not affect your grade, so I do not consider the reason for absences.

Even so, preparation and participation matters more than a grade step per class:

- A. The step between letter grades is 10% of course points (B to A, C+ to B+, etc), so the first 99 points of the 1000 available would earn a “J+” if letter grades kept going.
- B. A grade step is one-third of a letter grade, or 3.33% of the total available.
- C. Class meetings support graded projects and exams, so preparation for and participation in each one is implicitly worth 3.4% (100%/28), a bit more than a grade step.

Computers: Laptop, netbook, etc. lids **must be closed** except for assigned activities.

Confidentiality: The Buckley Amendment (FERPA, 1974) forbids posting grades or discussing them (and other confidential matters) by email.

Due Dates: **Except by prior approval** assignments must be turned in before their deadline. Problem sets must be submitted in class. Exams must be taken as scheduled.

Else, you will receive zero points for that activity (20% or more of the course grade).

Electronics: Bring a calculator to every class, but **turn off all other electronics, including wireless gear (headsets), cell phone, personal digital assistant (blackberry, etc), music player (iPod, etc.)** during class.

Email Do not submit ANYTHING for evaluation by email without PRIOR permission.

Email Do not submit ANYTHING for evaluation by email without PRIOR permission.

Exam Aids: You may use no aids except those listed on review materials and exams.

Extra Credit There are many ways to show your learning, so there are none. If you want to know more about a topic and your GPA is 2.7+, ask about independent study.

<i>Grades</i>	Points	Percent	Letter	Points	Minimum Cumulative GPA for:
	1,000	100.00%			
	933	93.33%	A	4.00	
	900	90.00%	A-	3.67	
	867	86.67%	B+	3.33	
	833	83.33%	B	3.00	Honors Program
	800	80.00%	B-	2.67	2.70 for Field & Independent Study
	767	76.67%	C+	2.33	
	733	73.33%	C	2.00	Graduation (major and over-all)
	700	70.00%	C-	1.67	
	667	66.67%	D+	1.33	
	633	63.33%	D	1.00	
	600	60.00%	D-	0.67	
	<600	<60.00%	F	0.00	

- **See me as soon as you suspect you could use extra help! That's why I'm here!**
- The Economics and Business Dept & Learning Center (1510) will help find a tutor.
- Record your grades to help you know if you need extra help.
- Grading requires qualitative judgments that are not easily translated to a numeric scale. See me during office hours **or** by appointment for questions on any grades.

Group Study is great, but **all material you turn in for evaluation must be your individual work unless the assignment specifically authorizes group work**. Do not let enthusiasm lead to material that appears to be the work of more than one person.

Handouts including this syllabus will be at **p/econ/brower/m260** after class distribution.

Learning and Other Disabilities: If you wish to disclose a disability and request accommodations under the Americans with Disabilities Act (ADA), you must **first** meet

Management 260: Operations Management Syllabus (Fall 2009): 27 August 2009

with Mrs. Laurie Roth (1510; Office of Learning Services for learning disabilities or ADD/ADHD) or Dr. Ronald Kline (1510; the Counseling Center for all other disabilities.

Make Up After Absence: Read the assignment(s) and do any assignment(s). If you:

- Miss a class or two, see a colleague for notes, download any handouts, then see me.
- For a planned absence, *see me in advance*. **There are no make ups or extended due dates for travel** except College-scheduled trips.
- For unexpected extended absences, contact me **and** Learning Services (x1510) **asap**.
- “Build the _____” **CANNOT be made up**, but a colleague can turn yours in for you.

Returned Work is filed by last name in an accordion folder (“Dr Brower's Out Box”) outside my office door if you are absent. The folder's contents are shredded 48 hours after the Registrar's deadline for faculty to submit course grades.

Syllabus and Calendar changes are distributed in advance; use the current version!

Class & Assignment Schedule (27 August 2009):

<i>Day</i>	<i>Date</i>	<i>Topic</i>	
Mon	Aug 31	Statistics & Spreadsheet Review	
Wed	Sep 2	Statistics & Spreadsheet Review	
WED	Sep 9	Prerequisite Pretest	
Mon	Sep 14	Processes and projects: schedules, inventory, and improvement	
Wed	Sep 16	What's the problem? Eliyahu Goldratt: <i>The Goal</i>	
Mon	Sep 21	The inventory problem	
Wed	Sep 23	Inventory workshop: spreadsheets, statistics, and graphs	
Mon	Sep 28	The scheduling problem	<i>Inventory homework due</i>
Wed	Sep 30	Scheduling workshop: spreadsheets, statistics, and graphs	
Mon	Oct 5	The (process) improvement problem	<i>Scheduling homework due</i>
Wed	Oct 7	Process improvement workshop: spreadsheets, statistics, and graphs	
Wed	Oct 14	Review for the midterm exam – bring your questions!	<i>Proc Imp homework due</i>
Mon	Oct 19	Build the midterm exam: NO MAKEUPS!	
WED	Oct 21	Midterm Exam	
Mon	Oct 26	Return & review the midterm	
Wed	Oct 28	What's the solution? (Dettmer: Chapter 1)	
Mon	Nov 2	Categories of Legitimate Reservation (Dettmer Chapter 2)	<i>Select projects</i>
Wed	Nov 4	Intermediate Objectives Map (Dettmer Chapter 3)	
Mon	Nov 9	Current Reality Tree (Dettmer Chapter 4)	
Wed	Nov 11	Workshop	
Mon	Nov 16	Evaporating Cloud (Dettmer Chapter 5)	<i>Progress report</i>
Wed	Nov 18	Future Reality Tree (Dettmer Chapter 6)	
Mon	Nov 23	Prerequisite and Transition Trees (Dettmer Chapter 7)	
Mon	Nov 30	Workshop	
Wed	Dec 2	Changing the Status Quo (Dettmer Chapter 8)	<i>Progress report</i>
Mon	Dec 7	Review for the final exam – bring your questions!	
Wed	Dec 9	Conclusion and Build the final exam: NO MAKEUPS!	
FRI	Dec 11	Project due at NOON in the wire basket outside my office.	
THU	Dec 17	Final Exam: 75% material since the midterm + 25% cumulative	

This syllabus is available in the Academic Affairs Office (Monocacy Hall) and on-line⁴.

Notes:

1. “Walk Right In,” The Rooftop Singers (1962), by [Gus Cannon & Hosie Woods](#) was first recorded by Cannon's Jug Stompers in the late 1920s. Citation based on 15 downloads from http://en.wikipedia.org/wiki/Walk_Right_In and http://en.wikipedia.org/wiki/Gus_Cannon on 15 January, 2009
2. The College's Academic Honesty Policy is available at:
<http://www.moravian.edu/studentLife/handbook/academic2.htm>

Management 260: Operations Management Syllabus (Fall 2009): 27 August 2009

3. The current *Moravian College Student Handbook* is on-line at:
<http://www.moravian.edu/studentLife/handbook/index.htm>
4. This semester's syllabi are on-line at:
<http://home.moravian.edu/public/regis/spring09syllabi.htm>
but you may find last semester's syllabi for the first few days of the semester.