

Moravian College

Spring 2010

Management 260: Operations Management

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

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| | Mon | Tue | Wed | Thu | Fri |
|---------------------|---------------|---------------|---------------|---------------|-----|
| ECON 210 | | 8:55 – 10:05 | | 8:55 – 10:05 | |
| MGMT 260 A | | 10:20 – 11:30 | | 10:20 – 11:30 | |
| Office Hours | 11:30 – 12:00 | 11:30 – 2:00 | 11:30 – 12:00 | 11:30 – 12:00 | |
| Office Hours | | 2:00 – 2:30 | | 2:00 – 2:30 | |
| MGMT 260 B | | 2:35 – 3:45 | | 2:35 – 3:45 | |
| Office Hours | | 3:45 – 4:15 | | 3:45 – 4:15 | |

You are welcome to an appointment at other mutually convenient times.

Ask in person, email, or telephone, **including some times that would work for you.**

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

Course 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.

Course 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 Texts, Suggested Text, and Suggested Materials:

Required:

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

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

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

Suggested:

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

Management 260 (Spring 2010) Syllabus: 19 January 2010

| Assignment: | Points | | Due Dates and Notes | |
|---|---------------|--------|----------------------------|--------------------|
| Prerequisites & Spreadsheet Proficiency | 100 | 10.0% | Tuesday, January 26 | In class |
| Inventory Homework | 100 | 10.0% | Tuesday, February 9 | Beginning of class |
| Scheduling Homework | 100 | 10.0% | Thursday, February 18 | Beginning of class |
| Process Improvement Homework | 100 | 10.0% | Friday, February 26 | NOON |
| Midterm Exam | 200 | 20.0% | Thursday, March 4 | In class |
| Draft Project Report (Part 1) | 100 | 10.0% | Friday, April 9 | NOON |
| Complete Draft Project Report | 100 | 10.0% | Friday, April 23 | NOON |
| Term Project | 200 | 20.0% | Friday, April 30 | NOON |
| Attendance | 0 | 0.0% | | |
| Total | 1,000 | 100.0% | | |
| Total | 1,000 | 100.0% | | |

Course Policies

Academic Honesty: Students are responsible for abiding by the College's

Academic Honesty policy in the [*Moravian College Student Handbook*](#)

Attendance: I take attendance but, since it does not affect your grade, *I do not consider the reason for an absence.* Instead, 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.

Preparing for & participating in class matters more than a grade step:

- 10% of course points are between two letter grades (B to A, C+ to B+, etc), so your first 99 points of the 1,000 available would earn a "J+" if letter grades continued to 0.0% of total points.
- A grade step is one-third of a letter grade, or 3.33%.
- The 29 scheduled class meetings support the graded projects and exams, so preparation for and participation in each class is implicitly worth 3.4%. Therefore, each class, including preparation and participation, contributes more than one grade step to your course grade.

Due Dates: **Except by prior approval:** projects must be turned in by 4:30 pm, problem sets must be submitted in class, and exams must be taken as scheduled or receive a zero.

Electronics: **You may use a hand-held calculator but must turn off all other electronic devices except hearing aids during classes and exams.**

Email is like a postcard. I do not use it for confidential topics like grades.

Do not use email to submit ANYTHING for a grade without PRIOR permission.

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

Extra Credit opportunities would be open to all of you but, since there are many opportunities to demonstrate your learning, there are none. If you find a topic more interesting than class time allows and your GPA is at least 2.7, see me about independent study.

Extra Help:

- **See me as soon as you realize you could use help! That's why I'm here!**
- The Department and Learning Center (x1510) will help you find a tutor.

Management 260 (Spring 2010) Syllabus: 19 January 2010

Grades: See the College Catalog for further details.

| Points | Percent | Letter | GPTs | Catalog Definition | Minimum Cum GPA for: |
|---------------|----------------|---------------|-------------|---|---------------------------------|
| 1,000 | 100.00% | | | ... achievement of the highest caliber.... | |
| 933 | 93.33% | A | 4.00 | independent work, original thinking,... | |
| 900 | 90.00% | A- | 3.67 | acquire and use knowledge effectively | |
| 867 | 86.67% | B+ | 3.33 | ... higher than average achievement. | |
| 833 | 83.33% | B | 3.00 | Evidence of independent work and original thinking... | Honors Program |
| 800 | 80.00% | B- | 2.67 | | 2.70: Field & Independent Study |
| 767 | 76.67% | C+ | 2.33 | ... reasonable ... time, effort, and attention ... | |
| 733 | 73.33% | C | 2.00 | familiarity with the content[,] ... methods of | Major and Graduation |
| 700 | 70.00% | C- | 1.67 | study ... active participation ... | |
| 667 | 66.67% | D+ | 1.33 | ... unsatisfactory work, below... standard ... | |
| 633 | 63.33% | D | 1.00 | one or more important aspects falls below | |
| 600 | 60.00% | D- | 0.67 | the average expected ... for graduation. | |
| <600 | <60.00% | F | 0.00 | No points. This indicates failure. | |

- Record your grades to compare with mine and see 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 a great way to learn, 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 turning in material that appears to be the work of more than one person.

Handouts including this syllabus are available at p:/econ/brower/m210 after class distribution.

Learning and Other Disabilities: Any student who wishes to disclose a disability and request accommodations under the Americans with Disabilities Act (ADA) **must first** meet with Mrs. Laurie Roth (x1510) in the Office of Learning Services (learning disabilities or ADD/ADHD) or Dr. Ronald Kline (x1510) in the Counseling Center (all other disabilities).

Make Up Work: Prepare for the first class after an absence by doing the reading assignment, answering the Questions for Review, and doing the Exercises assigned in class. After a(n):

- Missed a class? See a colleague for class notes and assignments, then see me.
- Planned one day or extended absence? *See me in advance* but **there are no make ups or extended due dates for travel** unless College-scheduled.
- Unexpected extended absence? Contact me **and** Learning Services (x1510) **asap**.
- Problem sets CANNOT be made up, but someone can turn yours in for you.

Returned Work is filed by last name in “Dr Brower's Out Box” outside my door if you are absent. Everything in the folder is shredded 48 hours after the deadline for grade submissions.

Syllabus and Calendar Changes will be distributed in class before taking effect. **You are responsible for using the current versions, including due dates.**

This syllabus is on file in the Moravian College Academic Affairs Office (Monocacy Hall, 2nd Floor) and available on the Registrar's web page on AMOS.

Management 260 (Spring 2010) Syllabus: 19 January 2010

| Date | | | Activities, Assignments, and Due Dates |
|-----------|------------|-----------|--|
| Tu | Jan | 19 | Statistics & Spreadsheet Review |
| Th | Jan | 21 | Statistics & Spreadsheet Review |
| Tu | Jan | 26 | Prerequisite Pretest |
| Th | Jan | 28 | Processes and projects: schedules, inventory, and improvement |
| Fr | Jan | 29 | The inventory problem |
| Tu | Feb | 2 | The inventory problem |
| Th | Feb | 4 | Inventory workshop: spreadsheets, statistics, and graphs |
| Tu | Feb | 9 | The scheduling problem Inventory HW due |
| Th | Feb | 11 | The scheduling problem |
| Tu | Feb | 16 | Scheduling workshop: spreadsheets, statistics, and graphs |
| Th | Feb | 18 | The (process) improvement problem Scheduling HW due |
| Fr | Feb | 19 | The (process) improvement problem |
| Tu | Feb | 23 | Process improvement workshop: spreadsheets, statistics, and graphs |
| Th | Feb | 25 | Review for the midterm exam—bring your questions! |
| Fr | Feb | 26 | Process Improvement HW due at NOON |
| Tu | Mar | 2 | Build the midterm exam: NO MAKEUPS! |
| Th | Mar | 4 | Midterm Exam |
| Tu | Mar | 16 | Return & review the midterm |
| Th | Mar | 18 | What's the problem? Eliyahu Goldratt: The Goal |
| Tu | Mar | 23 | What's the solution? (Dettmer: Ch 1) |
| Th | Mar | 25 | Legitimate Reservation (Dettmer Ch 2] AND select term project[s] |
| Tu | Mar | 30 | Intermediate Objectives Map (Dettmer Ch 3) |
| Th | Apr | 1 | Current Reality Tree (Dettmer Ch 4) |
| Tu | Apr | 6 | <i>Writing Workshop</i> |
| Th | Apr | 8 | Evaporating Cloud (Dettmer Ch 5) |
| Fr | Apr | 9 | Draft IOMap, CRT, and related text due at NOON |
| Tu | Apr | 13 | Future Reality Tree (Dettmer Ch 6) |
| Th | Apr | 15 | Prerequisite and Transition Trees (Dettmer Ch 7) |
| Tu | Apr | 20 | Operations Management and its critics |
| Th | Apr | 22 | <i>Writing Workshop</i> |
| Fr | Apr | 23 | Term project complete drafts due at NOON |
| Tu | Apr | 27 | <i>Writing workshop</i> : Return & discuss term project drafts |
| Th | Apr | 29 | Conclusion, course evaluation, etc |
| Fr | Apr | 30 | Term project due at NOON |