

# 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
<b>ECON 210</b>		8:55 – 10:05		8:55 – 10:05	
<b>MGMT 260 A</b>		10:20 – 11:30		10:20 – 11:30	
<b>Office Hours</b>	11:30 – 12:00	11:30 – 2:00	11:30 – 12:00	11:30 – 12:00	
<b>Office Hours</b>		2:00 – 2:30		2:00 – 2:30	
<b>MGMT 260 B</b>		2:35 – 3:45		2:35 – 3:45	
<b>Office Hours</b>		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

<b>Assignment:</b>	<b>Points</b>		<b>Due Dates and Notes</b>	
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.

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*Grades:* See the College Catalog for further details.

<b>Points</b>	<b>Percent</b>	<b>Letter</b>	<b>GPTs</b>	<b>Catalog Definition</b>	<b>Minimum Cum GPA for:</b>
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 study ... active participation ...	Major and Graduation
700	70.00%	C-	1.67		
667	66.67%	D+	1.33	... unsatisfactory work, below... standard ...	
633	63.33%	D	1.00	one or more important aspects falls below the average expected ... for graduation.	
600	60.00%	D-	0.67		
<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
<b>Tu</b>	<b>Jan</b>	<b>26</b>	<b>Prerequisite Pretest</b>
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 <b>Inventory HW due</b>
Th	Feb	11	The scheduling problem
Tu	Feb	16	Scheduling workshop: spreadsheets, statistics, and graphs
Th	Feb	18	The (process) improvement problem <b>Scheduling HW due</b>
Fr	Feb	19	The (process) improvement problem
Tu	Feb	23	Process improvement workshop: spreadsheets, statistics, and graphs
Th	Feb	25	<b>Review for the midterm exam—bring your questions!</b>
Fr	Feb	26	<b>Process Improvement HW due at NOON</b>
Tu	Mar	2	<b>Build the midterm exam: NO MAKEUPS!</b>
Th	Mar	4	<b>Midterm Exam</b>
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)
<b>Fr</b>	<b>Apr</b>	<b>9</b>	<b>Draft IOMap, CRT, and related text due at NOON</b>
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>
<b>Fr</b>	<b>Apr</b>	<b>23</b>	<b>Term project complete drafts due at NOON</b>
Tu	Apr	27	<i>Writing workshop</i> : Return & discuss term project drafts
Th	Apr	29	Conclusion, course evaluation, etc
<b>Fr</b>	<b>Apr</b>	<b>30</b>	<b>Term project due at NOON</b>