

Moravian College
Management 324: Operations Management (Counts as MGMT 324)
Syllabus ~ Spring 2012

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

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

Schedule	Mon	Tue	Wed	Thu	Fri
8:55 - 10:05	MGMT 324 PPHAC 112		MGMT 324 PPHAC 112		Drop in, send email
10:05 - 10:35	FCFS: COM 212	Drop in, send email	FCFS: COM 212	Drop in, send email	call w/ 2+ times
10:35 - 12:30	Di, se/c w/ 2+ t . . .	or call with 2+ times	Di, se/c w/ 2+ t . . .	or call with 2+ times	to arrange an appt.
12:30 - 1:00	FCFS: COM 212	that fit our	FCFS: COM 212	that fit our	FCFS: COM 212
1:10 - 2:20	ECON 156A MEM 202	schedules	ECON 156A MEM 202	schedules	ECON 156A MEM 202
2:35 - 3:45	ECON 156B MEM 202	to arrange an appointment.	ECON 156B MEM 202	to arrange an appointment.	ECON 156B MEM 202
3:45 - 4:15	FCFS: COM 212		FCFS: COM 212		FCFS: COM 212

Office Hours: FCFS? No appointments! . . . “Walk right in, sit right down . . . ”¹

Else: a) drop in any time, or

b) send email or call with 2+ times that work for an appointment.

Prerequisites: Economics 156 and two of: Accounting 213, Management 231, 251, 253.

Although not a prerequisite, I assume you have completed the calculus requirement.

Goals: Students will increase their ability to write about management's use of scheduling, inventory, and process improvement applications of economic theory:

1. a structured problem solving process
2. statistics, graphs, and spreadsheets
3. written explanations of operations management problems.

Texts & Materials:

- Swink, Morgan; S.A. Melnyk; M.B. Cooper; and J.L. Hartley (2011) *Managing Operations*. New York: McGraw-Hill. (EVERY class!)
- Nearly all of you would benefit from studying spreadsheets with a book like: Harvey, Greg (2010) *Excel 2010 Workbook for Dummies*. Hoboken, NJ: Wiley.
- A calculator (EVERY class!), 3x5 cards, colored pencils, straight edge, . . .

Advice on Preparation and Participation:

- On average, students who do the assigned reading and other work before class find it easier to do projects, prepare for exams, and earn higher grades in general.
- Increasing your grade by a letter takes 10% of available points (B to A, for example), so it takes 3,333% of them to increase your grade by one step.
- If the class meets 40 time, each class contributes 2.5% to your grade. After the first four classes, someone who earned all 10% of the points available at that time would have earned a “J-,” if such a thing existed. After 24 classes, that student could have earned a D-, after 32 classes a B-, etc.
- Class preparation and participation is worth about 3/4 of a grade step / class.

Assignments and Points Available

Assignment	Points	Percent	Due
1st Hourly Exam	200	20.00%	Mon Feb 14 In Class
Project Management Homework	100	10.00%	Fri Mar 4 Noon
Draft Intermediate Objectives & Current Reality Trees	100	10.00%	Fri Mar 18 Noon
Draft Evaporating Cloud & Future Reality Tree	100	10.00%	Fri Apr 1 Noon
2nd Hourly Exam	200	20.00%	Mon Apr 18 In Class
Complete Term Project	300	30.00%	Beginning sched. final
Attendance [a]	0	0.00%	
Total	1000	100.00%	

a But there are penalties for excessive tardiness (Course Policies: Attendance & Tardiness).

Class & Assignment Schedule ~ I assume that you will:

- 1) read each assignment before it is due, learn unfamiliar vocabulary, and work the examples;
- 2) ask about vocabulary, concepts, & examples in class or in my office before class; and
- 3) be ready to discuss applications of the material and begin work on problems in class.

Day	Date	Task	Due	Points	Percent
Mon	01-16	Introduction			
Wed	01-18	What is Operations Management?			
Mon	01-23	Ch 1 - 2 Supply Chains			
Wed	01-25	Ch 3 Processes (and Projects)			
Mon	01-30	Ch 3 Supplement			
Wed	02-01	Ch 4 Innovation			
Mon	02-06	Ch 5 Process Structures			
Wed	02-08	Review			
Mon	02-13	1st hourly		200	20.00%
Wed	02-15	Return 1st hourly			
Mon	02-20	Ch 16 Project Management			
Wed	02-22	Project Management			
Mon	02-27	Ch 16 Supplement: Project Management			
Wed	02-29	Writing Workshop			
Fri	03-02	Project Management Homework	Noon	100	10.00%
		Spring Recess			
Mon	03-12	Solving Strategic Problems			
Wed	03-14	Writing Workshop			
Fri	03-16	Draft IO Map & CRT	Noon	100	10.00%
Mon	03-19	Ch 6 & 6 Sup Quality			
Wed	03-21	Ch 9 - 11 Relationships			
Mon	03-26	Future Reality Tree & Evaporating Cloud			
Wed	03-28	Writing Workshop			
Fri	03-30	Draft FRT & EC w/ IOM & CRT	Noon	100	10.00%
Mon	04-02	Ch 12 (NOT Supplement) - 13 Demand & Sales			
Wed	04-04	Ch 14-15 Inventory			
Mon	04-09	Easter Recess			
Wed	04-11	Review			
Mon	04-16	2nd Hourly		200	20.00%
Wed	04-18	Prerequisite Tree & Return 2d Hourly			
Mon	04-23	Writing Workshop			
Wed	04-25	Conclusion			
Tue	12-30	Final Project -- Beginning of scheduled exam	01:30	300	30.00%
				1000	100.00%

Course Policies:

Academic Honesty: The policy in the current Moravian College Student Handbook applies. Anything you turn in for evaluation must be your individual work unless the assignment allows group work.

Do not let enthusiasm in group study sessions lead to submitted work that seems shared to me!

Attendance and Tardiness: *Attendance is your personal and professional responsibility.*

I do not need Dr's, etc. notes, but see Making-up an Absence. I use attendance to:

1. Attach faces to names,
2. Know who is present and ready to work at the scheduled time.
3. Document tardiness.
 - Everyone is tardy sometimes but frequent tardiness or a pattern of tardiness indicates inadequate planning. Late arrivals: disrupt the class, draw attention to themselves, are not ready to begin work. Late arrivals distract me and their classmates from the point at that moment. They missed part of the presentation or activity, often requiring restatement or individual guidance while other students wait. Their undoubtedly sincere apologies do not compensate for the disruption they cause.
 - Those who travel to campus from home or work should expect to more difficulty being on time. Include adequate time for travel uncertainties (construction, accidents, ...), finding a place to park, and reaching the classroom before class begins in your plans. Those challenges are ordinary parts of everyone's planning.
 - I reserve the right to penalize those who are tardy more than three (3) times. The fourth time you are tardy, I may impose a ten (10) point penalty for each past or future tardiness. Ten points are 1% of the course total, so the tardiness penalty four times, is 4% of the points for the course. Since a step is 3.33% of total points, the tardiness penalty could be significant.
4. Guide benefit-of-the-doubt decisions when course grades are due.
5. Assist the Academic Affairs Office when a student withdraws.

Changes to this document are announced in advance, posted at p:/econ/brower/e324 and, in the case of schedule changes, on my office door; **use the current version!**

Computers: Log out of the network and close laptop, netbook, etc. lids except for assigned activities.

Confidentiality: The FERPA (1974) forbids posting grades or discussing them by email.

Course Content Policy: 300-level Courses

- Generally have prerequisites
- Build on concepts, skills, and vocabulary from 100- and 200-level courses
- Bring together higher-level concepts from the discipline with life experiences (including, but not limited to, field work, performance, service learning, and other activities which draw on students' own experiences and/or practical applications of course content)
- Bring together higher-level concepts from the discipline with concepts from related disciplines
- Focus on higher order thinking skills, such as analysis, synthesis, and critique (including self critique)
- Engage the students in a more sophisticated level of discourse, moving the students towards being producers of knowledge, ideas, and content
- Give students the opportunity to define problems, and create and explore original ideas in the discipline(s) relevant to the course
- Move the students toward independent functioning & learning in discipline(s) relevant to the course

Due Dates: Except by prior arrangement assignments must be turned in before their deadline and exams must be taken as scheduled, **including the day before or after a College scheduled recess**, or you will receive zero points for that activity.

Electronics: Bring a calculator to every class, but turn off all other electronics: 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.

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

Extra Credit: To learn more about a topic (GPA 2.7+), ask about independent study.

Grades: See the table on page 3 and the College Catalog.

Handouts: including this syllabus will be at p:/econ/brower/e324 after distribution in class.

Learning and Other Disabilities: See 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 before disclosing a disability and request accommodations under the ADA.

Making-up an Absence:

- While you recuperate, 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.
- Planned absence? See me in advance. College-scheduled trips are the only travel-exceptions.
- Unexpected extended absences: contact me and Mrs. Laurie Roth (1510) asap.

Returned Work that is not picked up in class on the day it is returned is filed in an accordion folder (“Dr Brower’s Out Box”) near my office door. The folder’s contents are shredded 48 hours after the Registrar’s deadline for course grades.

Syllabus: This syllabus is available in the Academic Affairs Office (Monocacy Hall) and on-line at: <http://home.moravian.edu/public/regis/spring12syllabi.htm>.

Table of Minimum Points per Grade:

Points	Percent	Letter	GPts	Catalog Definition	Min Cum GPA for:
1000	100.00%	A	4.00	... achievement of the highest caliber....	
933	93.33%	A	4.00	Evidence of independent work and original thinking...	
900	90.00%	A-	3.67		
867	86.67%	B+	3.33		
833	83.33%	B	3.00	... higher than average achievement.	3.0 Honors Program
800	80.00%	B-	2.67		2.7 Field & Ind Study
767	76.67%	C+	2.33	... reasonable... time, effort, and attention ...	
733	73.33%	C	2.00	familiar ... with . content[,] ... methods of study... active partic'n...	
700	70.00%	C-	1.67		2.0 Major, Graduation
667	66.67%	D+	1.33	... unsatisfactory..., below... standard... one or	
633	63.33%	D	1.00	more important aspects falls below the	
600	60.00%	D-	0.67	average ... for graduation.	
<600	<60.00%	F	0.00	No points. This indicates failure.	

- Record your grades when work is returned to help you know if you need extra help.
- Extra Help: See me! That’s why I’m here!
- Grading requires qualitative judgments that are not easily translated to a number. I cannot discuss grades by email (see: Confidentiality) but am happy to do so during office hours or by appointment.

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 downloads from http://en.wikipedia.org/wiki/Walk_Right_In and http://en.wikipedia.org/wiki/Gus_Cannon 15 Jan ‘09
2. The College’s Academic Honesty Policy is on-line at: <http://www.moravian.edu/studentLife/handbook/academic2.htm>
3. The College’s grade definitions is at: <http://www.moravian.edu/assets/base/pdfs/catalog.pdf>, p. 47-48
4. The College’s statement on independent and field study and its honors program is on-line at: <http://www.moravian.edu/assets/base/pdfs/catalog.pdf>, p. 39-40

Colophon: Goudy Bookletter 1911 is an open source version of Frederic Goudy’s Kennerley Oldstyle, a text / display / serif / vintage (old-style) / Roman font by Barry Schwartz (2009), who thinks:

... Kennerley fits together tightly and evenly with almost no kerning. Thus the following words from Monotype specimen books are just: “[W]hen composed into words the characters appear to lock into one another with a closeness common in early types, but not so often seen in later-day creations.” These are letters that take command of the space around them; notice, for instance, the bowed shapes of the v and w.

Quotation downloaded 18 August 2010 from <http://www.theleagueofmoveabletype.com/fonts/8-goudy-bookletter-1911>

Download Goudy Bookletter 1911 from The League of Movable Type: <http://www.theleagueofmoveabletype.com>