

Management 300

Operations Management

Fall 2013

Classroom ASM 1065

Tuesdays & Thursdays 4:00 to 5:15 PM

Instructor: Chris R. Kiscaden, MBA

Phone: 505-450-6912 Voice & Text

Email: kiscaden@unm.edu

Office Hours: Tuesdays and Thursdays

3:00-4:00 PM & by Appointment

Contact hours: 7 AM to 7 PM Monday through Saturday

Operations Management



Academic Integrity:

Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge:

I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.

Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. FOR FULL TEXT OF ANDERSON'S ACADEMIC HONESTY CODE, please visit:

<http://www.mgt.unm.edu/honesty>

Course Description:

This course provides an introduction to the design, planning and control of the manufacturing and service systems required to transform an organization's inputs into useful goods and services. Managerial challenges in productivity, quality, project management, inventory control, service system design, waiting line management, supply chain management, and just-in-time systems are considered. Prerequisite: STAT 145

General Learning Goal for Management 300:

To obtain a working knowledge of the role that the operations manager plays in delivering products and services to customers.

Specific Learning Goals for Management 300:

1. To be able to identify production and service operations management key decisions.
2. To be able to interpret the basic OM decision-making tools and how these tools are used in delivering products and services.
3. To be able to interpret the principles of the Just in Time philosophy
4. To develop the ability to make the correct product and process choices.

Social and Environmental Responsibility

In operations management decisions we must go beyond the quantitative analysis. In this course we examine many types of operations management decisions. It is not always possible to quantify social and environmental impacts. Nevertheless, we have a responsibility to make informed decisions that incorporate the impacts upon society and the environment. The best decision is not always that which minimizes cost, maximizes productivity, and maximizes profit. The environment, society, and the people we affect must also be considered in a wise operations management decision.

Electronic Devices and Computer Use

The use of electronic devices such as cellular phones and pagers is specifically forbidden in the classroom. If you possess one of these devices, it must be deactivated before class begins. If you need to be contacted for emergencies, advise those that may need to reach you to call the emergency message service at 277-7872. A staff member from that office will deliver the message to you in class.

The use of University computing services is a privilege. Users who have been granted this privilege must use the services in an appropriate, ethical, and lawful manner. Unauthorized access is prohibited and may be monitored and reported to the proper authorities. Computing services include all University information and systems using hardware, software, and network services including computer resources entrusted to the University by other organizations. The University policy regarding computer use is available at <http://www.unm.edu/%7Eubppm/ubppmanual/2500.htm>.

Use of personal laptops during class

For the purpose of taking notes or other applications consistent with class objectives is encouraged. However, it is expected that you will respect others and the instructor by not using laptops for non-class related activities, such as email, surfing the web for personal reasons or entertainment, etc., as these uses can detract from rather than enhance the learning environment. The instructor reserves the right to ask students to close their laptops, personal or University-owned, at any point during class.

Student Professional Code of Conduct

The department faculty has created this Student Professional Code of Conduct to support a productive and stimulating learning environment in all classes. The code is designed to help ensure a positive atmosphere and support the vast majority of students who currently exhibit the professional standards detailed below. Students should exhibit professional values and behavior in activities related to their education by:

Demonstrating trust, respect and common courtesy for their classmates and professors by engaging in professional classroom conduct. For example, by

- turning off cell phones in class
- not text messaging, reading email, or ‘surfing’ the web during class
- not listening to MP3 players or similar devices in class
- not departing the room to respond to text messages or cell phone calls
- avoiding unnecessary talking
- not reading outside material in class
- not working on other class assignments while in class
- complying with class instructions for laptop use

Contributing to a positive learning environment. *For example, by*

- completing all assigned readings prior to the class period
- arriving, attending and departing class in a professional manner
- taking responsibility for team and individual assignments
- fulfilling team obligations by showing up on time and being prepared
- developing cooperative relationships with other students and faculty
- being prepared to respond to questions or provide examples when asked
- not attempting to renegotiate class deadlines, requirements, and grading as outlined in the syllabus
- asking for clarification on projects, assignments, and deadlines in class (if you have a question, others will too)

ADA Statement

Reasonable accommodation will be given to any individual with a legitimate

disability. Please contact the instructor privately for arrangements. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

Textbook (required): Operations & Supply Chain Management with Connect Plus, F. Robert Jacobs & Richard B. Chase. **14th edition.** 2014. ISBN: 9780077824921, McGraw Hill



You can purchase just the eBook if you register for Connect Plus. You can also use the hardcopy edition. Purchase this hardcopy textbook at your UNM bookstore. The bookstore package includes the textbook, access card for Connect Plus (for quizzes, assignments, and exams), and access to the eBook.

Web address for Connect: (If you are reading this in digital format: right click and select: open hyperlink) Register with your name showing **exactly** as it does in LoboWeb.

http://connect.mcgraw-hill.com/class/kiscaden_management_300_fall_2013_section05

iClicker2

We will use the student response system offered by the iClicker2. The iClicker2 can be purchased at the UNM bookstore.

Register your iClicker2 remote device at:

<http://www1.iclicker.com/register-an-iclicker>



Grading Policy:

| | |
|---------------------------|--|
| Photo and Bio (see below) | 10 points |
| No Photo and Bio on time | -10 points |
| iClicker questions | 30 points (approximate) |
| Assignments (about 10) | 150 points (approximate—if we have more or less) |
| Quizzes (about 9) | 90 points (approximate—if we have more or less) |
| Midterm Exam | 160 points |
| Business Presentation | 45 points (5 points naming file company name.) |
| <u>Final Exam</u> | <u>200 points</u> |
| Total points: | 685 points (<u>approximate</u>) |

There is no extra credit work in this grading scheme. Please keep track of Connect due dates. Don't ask to have quizzes reopened or assignments reopened. Do the quizzes and assignments very close to the days that we cover the topics. Don't work to due dates. Procrastination will not help you in this class. However I will help you and you can also help yourself by keeping track.

GRADING SCALE based on points achieved divided by total possible (Except grades of A- or higher)

| | |
|--------------------|---|
| 96% or higher..... | A+ (Also requires at least 96% of possible points on both exams.) |
| 93-95%..... | A (Also requires at least 93% of possible points on both exams.) |
| 90-92%..... | A- (Also requires at least 90% of possible points on both exams.) |
| 86-89%..... | B+ |
| 83-85%..... | B |
| 80-82%..... | B- |
| 76-79%..... | C+ |
| 70-75%..... | C |
| 59-69%..... | D |
| < 59%..... | F |

*****Makeup** quizzes, assignments, and exams will not be offered unless there is a verified medical excuse. All quizzes are open for a week. All assignments are open for ONE week. Don't schedule trips out of town on exam days unless you plan to take the exam when on the road.

PHOTOS AND BIOS: Send by email attachment a photo and bio of you no later than August 30th: Please send a recent photo and bio. These will help me to learn your name and your interests. Send both in the same **Word document**. Send a clear photo of you so that I can make a flash card for you. Use a recent photo. Use one that is taken close to you as opposed to twenty feet away and you are hard to recognize. Please **no hats or sunglasses**. They make it

hard to recognize you. It is best to submit photos with only you in it. In less than 1/3 of a page in the same Word document include **your name just below the photo**, your major, your career goals, and your other interests. After I make my flash cards I delete and shred all photos and information about you. I share this with no other person. The cards do help me to teach to the class interests.

Business Analysis Presentations
(Please read the following carefully.)

Each one of you will be part of a group of about four to five people. You will conduct a study of an organization and the operations management tools and concepts that are utilized. You must apply one quantitative tool and one conceptual topic presented in your textbook. The quantitative tool must involve the collection, analysis, and interpretation of data collected directly from the business. You need approval from your professor on the data, the tool, and the depth of your analysis. In your presentation you must link the textbook with your analysis of a business. Compare and contrast the textbook and the business using your own words. Each group will do a class presentation. The presentations will be 15 minutes each. All group members will present.

Practice your presentation. Dress in business casual. Try to avoid simply reading from your slides or note cards. Make eye contact. Project your voice. Send me your presentation drafts several days early for guidance. Have fun!

Remember, it is up to you to deliver the presentation no matter what the other group members do. You will be able to evaluate your group members at the end of the semester. If you find that a group member is not pulling his or her weight then you can fire them. Just like the real world.

And don't put off this project until the last week of the semester. That will lead to a sloppy presentation.

The following is the grading rubric for presentations

| | 0 | 3 | 4 | 5 | Total |
|--------------------------|---|--|---|---|--------------|
| Organization | Audience cannot understand presentation because there is no sequence of information. | Audience has difficulty following presentation because students jump around. | Students present information in logical sequence which audience can follow. | Students present information in logical, interesting sequence which audience can follow. | |
| | 0 | 3 | 4 | 5 | |
| Content Knowledge | Students do not have grasp of information; cannot answer questions about subject. | Students are uncomfortable with information and are able to answer only rudimentary questions. | Students are at ease with expected answers to all questions, but fail to elaborate. | Students demonstrate full knowledge (more than required) by answering all class questions with explanations and elaboration. | |
| | 0 | 3 | 4 | 5 | |
| Graphics | Students use superfluous graphics or no graphics | Students occasionally use graphics that rarely support text and presentation. | Student's graphics relate to text and presentation. | Student's graphics explain and reinforce screen text and presentation. | |
| | 0 | 3 | 4 | 5 | |
| Mechanics | Presentation has four or more spelling errors and/or grammatical errors. | Presentation has three misspellings and/or grammatical errors. | Presentation has no more than two misspellings and/or grammatical errors. | Presentation has no misspellings or grammatical errors. | |
| | 0 | 3 | 4 | 5 | |
| Eye Contact | Several students read all of report with no eye contact. | Several students occasionally use eye contact, but still read most of report. | All students maintain eye contact most of the time and rarely return to notes. | All students maintain eye contact with audience, never returning to notes. | |
| | 0 | 3 | 4 | 5 | |
| Delivery | Most students mumble, incorrectly pronounce terms, and speak too quietly for students in the back of class to hear. | Several students' voices are low. Several students incorrectly pronounce terms. Audience members have difficulty hearing presentation. | All student voices are clear. Students pronounce all words correctly. All audience members can hear presentation. | All students use an energetic clear voice and correct, precise pronunciation of terms so that all audience members can hear presentation. | |
| | 0 | 5 | 10 | 15 | |
| Accuracy | Several mistakes in analysis | Analysis is correct but very basic without elaboration | Analysis is correct with some elaboration | Analysis is correct, comprehensive, and carefully explained | |
| | | | | Total Points Maximum = 45 | |

Class Schedule

This is a tentative schedule. We are using a new edition of the textbook. The topic timing might shift a class period. Exams will be held on the planned dates.

Week 1

Tuesday, August 20th

Chapter 1: Operations and Supply Management

Get registered on Connect now or you will be giving up class points by missing quizzes and assignments.

Send your photo and bio by a single Word document in an email attachment.

Thursday, August 22nd

Chapter 2: Strategy and Productivity Analysis

Get registered on Connect now or you will be giving up class points by missing quizzes and assignments.

Send your photo and bio by a single Word document in an email attachment.

Week 2

Tuesday, August 27th

Chapter 3: Design of Products and Services. Pages 57 through 65 are not required reading.

Get registered on Connect now or you will be giving up class points by missing quizzes and assignments.

Send your photo and bio by a single Word document in an email attachment.

Thursday, August 29th

Chapter 4: Project Management. Time-cost models on pages 85 through 89 are not required reading. And Managing Projects pages 89 through 96 are not required reading.

Send your photo and bio by a single Word document in an email attachment.

Friday August 30th: Photos and bios due by email. Send your photo and bio by a single Word document in an email attachment.

Week 3:

Tuesday, September 3rd

Chapter 4: Project Management. Time-cost models on pages 85 through 89 are not required reading. And Managing Projects pages 89 through 96 are not required reading.

Thursday, September 5th

Chapter 5: Strategic Capacity Management

Week 4

Tuesday, September 10th

Chapter 6: Learning Curves

Thursday, September 12th

Chapter 6: Learning Curves

Week 5

Tuesday, September 17th

Chapter 7: Manufacturing Processes

Thursday, September 19th

Chapter 7: Manufacturing Processes

Week 6

Tuesday, September 24th

Chapter 9: Service Processes

Thursday, September 26th

Chapter 10: Waiting Line Analysis. We will not cover finite population models where you see an example of one on page 236. We will not cover Approximating Customer Waiting Time on pages 238-241. And we will not have time to cover Simulating Waiting Lines pages 241-248. We have plenty to cover already.

Week 7

Tuesday, October 1st

Chapter 10: Waiting Line Analysis. We will not cover finite population models where you see an example of one on page 236. We will not cover Approximating Customer Waiting Time on pages 238-241. And we will not have time to cover Simulating Waiting Lines pages 241-248. We have plenty to cover already.

Thursday, October 3rd

Chapter 11: Process Design and Analysis. You are not responsible for understanding the slot machine example pages 263-266.

Chapter 12: Six Sigma Quality: Read carefully since we will not cover during class time.

Week 8

Tuesday, October 8th

Review for midterm exam

Thursday, October 10th

Midterm Exam: taken on Connect. You may take this exam wherever you have a reliable internet connection. You may take it with others in your class. You will all have different data for the computational problems. The exam will open at 4:00 PM and close at 5:15 PM. You must have all of your answers entered into Connect before the exam time ends. No hardcopy will be accepted. **Your grade will be available on Friday, 10/11, by 6 p.m. I will need time to review all exams for partial credit.**

Week 9

Tuesday, October 15th

Chapter 13: Statistical Quality Control. We will OMIT Acceptance Sampling pages 331-333.

Thursday, October 17th

Chapter 13: Statistical Quality Control. We will OMIT Acceptance Sampling pages 331-333.

Chapter 14: Lean Supply Chains

Week 10

Tuesday, October 22nd

Chapter 15: Logistics, Distribution, and Transportation. We will focus on location methods. The section (pp. 380-383) on the Transportation Method of Linear programming is not required reading. We will not cover that method.

Thursday, October 24th

Chapter 18: Forecasting: you are not responsible for Exponential Smoothing *with Trend* (pp. 451-452). And you are not responsible for Linear Regression Analysis (pp. 452-456) or Decomposition of a Time series (pp. 456-461).

Week 11

Tuesday, October 29th

Chapter 18: Forecasting: you are not responsible for Exponential Smoothing *with Trend* (pp. 451-452). And you are not responsible for Linear Regression Analysis (pp. 452-456) or Decomposition of a Time series (pp. 456-461).

Thursday, October 31st

Chapter 19: Sales and Operations Planning

Bring a laptop to class.

Week 12

Tuesday, November 5th

Chapter 20: Inventory Management. OMIT Single-Period Inventory Model pages 519-521. OMIT Fixed-Time-Period models pages 530-531.

Thursday, November 7th

Chapter 20: Inventory Management. OMIT Single-Period Inventory Model pages 519-521. OMIT Fixed-Time-Period models pages 530-531.

Week 13

Tuesday, November 12th

Group presentations of business analysis.

Presentation files are due to me by email attachment no later than 2:00 PM on your presentation day.

Thursday, November 14th

Group presentations of business analysis.

Presentation files are due to me by email attachment no later than 2:00 PM on your presentation day.

Week 14

Tuesday, November 19th

Group presentations of business analysis.

Presentation files are due to me by email attachment no later than 2:00 PM on your presentation day.

Thursday, November 21st

Group presentations of business analysis.

Presentation files are due to me by email attachment no later than 2:00 PM

on your presentation day.

Week 15

Tuesday, November 26th: Catch up day and review for the final exam

Thursday, November 28th: No class. Thanksgiving Day.

Week 16#

Tuesday, December 3rd

Group presentations of business analysis.

Presentation files are due to me by email attachment no later than 2:00 PM on your presentation day.

Thursday, December 5th

Review for the final exam

Friday, December 6th submit your peer evaluation document that was previously emailed to you. Submit by email attachment. **Name the file ONLY with the name of the business.** For example if your business is Smith's grocery store name the file: smiths.docx

Final Exam. **Date and time to be announced when UNM posts the schedule.** The final exam will be given on Connect. Be sure to enter and save your work after each question. No hardcopy work will be accepted for the exam. So enter all of your work before the closing time of the exam. Save as you go. Save as you go. Be wise. Don't get stuck on any one problem. Move on and come back to ones you were stuck on. Your professor will go over every one of your exams to look for partial credit.