

**MGT 502: OPERATIONS MANAGEMENT**  
**Fall Quarter 2006**  
**Course Syllabus**

**Section 101 – Monday- 6:15-9:30PM**  
**Classroom: O'Hare Room 234**

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**Course Description:**

At its core, business is about providing a superior product or service. This course analyzes the processes used to deliver products in the marketplace. Several world class firms have demonstrated that effective operations management can be a potent competitive weapon. This course addresses the key operations and logistical issues in service and manufacturing operations, which have strategic as well as tactical implications. Both quantitative and qualitative techniques and principles used by leading organizations are examined. Examples of "world class" operations are drawn from both the manufacturing and service sectors.

**Teaching Philosophy:**

My teaching philosophy is that a successful student is one who can explain complex ideas simply and accurately and who can apply the concepts to other situations. Hence, don't just memorize the material. To be successful, you should (1) attend class, (2) ask questions when you don't understand the material (3) treat the small group in-class exercise as a learning experience and (4) jointly work on homework assignments. The latter two ideas are especially important to master the material.

**As an instructor I have the following responsibilities:**

1. Come prepared to every class.
2. Plan my course so you can accomplish the learning objectives.
3. Treat you as responsible adults.
4. Create a mutually respectful classroom environment.
5. Encourage you to ask and answer questions.

**As students you have the following responsibilities:**

1. Come prepared to every class.
2. Complete all work on time with the proper thought.
3. Behave as responsible adults.
4. Treat others with respect.
5. Learn from your teammates.

..... **Welcome to my class....**



**Textbook:** Operations Management for Competitive Advantage, by Richard B. Chase, Nicholas J. Aquinlano & F. Robert Jacobs, Eleventh Edition, 2006.  
ISBN # 0-07-298390-6.

NOTE: Supplemental materials will be distributed in class or posted on the course web page.

### **Web Support & Communication:**

This class will utilize Blackboard where students can access copies of lecture slides, assignment files, and readings. Students will be held responsible for information (including schedule & assignment changes) sent to the e-mail they provide via the Blackboard system.

### **Performance Evaluation:**

A variety of methods will be used to evaluate your performance. A brief description follows, but each will be described in more detail in class.

### **Examinations (60%):**

The exams will be in-class, closed book, closed-note, exams focusing primarily on the material presented in class. Although the final will focus on material from the second half of the quarter, there may be some indirect carryover. The questions will include multiple choice questions, problem solving exercise, and require case analysis. Each student **MUST** bring his or her own calculator. Under no circumstances may you share calculators during an examination.

**Missing Exams: NO makeup exams will be given.** It is impossible to make an equivalent exam without placing the student at either an advantage or disadvantage. If a student misses an exam they will receive a grade of zero for the exam. The exam dates are the only days you may take the exams, unless a verifiable emergency exists.

### **Assignments (20%)**

The assignments (problem sets & cases) will be assigned to student teams throughout the course. The purpose of the assignments is to bring "real world" issues into the classroom setting.

### **Final Paper (10%):**

Your final paper is to identify and describe the importance of operations in a specific business or organization. Any organization is appropriate for this project – for-profit, non-profit, manufacturing, service, utility, hospital, government subdivision, or whatever. Your analysis should take the form of a five to seven page paper. The paper should describe the entity's operational practices in detail and explain their strategic or tactical importance. Students may choose to work on this assignment in pairs with the consent of the instructor.

If you decide to pursue a joint paper, be prepared to discuss how both students will contribute to the final product. There will be a brief in-class presentation on the papers during Week 9 and Week 10.

### **Participation (10%):**

Your participation is a critical element to this course. Students are expected to ask questions and participate in class discussion. If you are confused or I did not explain something clearly do not hesitate to ask questions. Remember if you have a question chances are someone else has the same exact question.

Your participation grade will be based on the quality (not quantity) of your in-class participation. Participation includes attendance, active listening during class, participation with classroom exercises, turning in homework, comment and debate on substantive issues, asking clarifying questions, relating topics under discussion to your personal experience, and demonstrating a basic understanding of the assigned readings during class.

At the end of the quarter, I will ask you to perform a peer evaluation for each member of your group. The peer evaluation is simply a chance for you to express to me the contributions of your fellow group members.

**Grading:** Your final course grade will be determined according to the following breakdown:

<b>Exam 1</b>	<b>30%</b>
<b>Exam 2</b>	<b>30%</b>
<b>Assignments (Problem Sets &amp; Cases)</b>	<b>20%</b>
<b>Final Paper</b>	<b>10%</b>
<b>Participation (Individual &amp; Group)</b>	<b>10%</b>
<b>TOTAL</b>	<b>100%</b>

**Grading Scale:** Final grades will be assigned based on the following scale:

Above 93%	<b>A</b>
Above 90%	<b>A-</b>
Above 87%	<b>B+</b>
Above 83%	<b>B</b>
Above 80%	<b>B-</b>
Above 77%	<b>C+</b>
Above 73%	<b>C</b>
Above 70%	<b>C-</b>
Above 60%	<b>D</b>
Below 60%	<b>F</b>

**Reading Assignments & Depth of Preparation:**

Due to the accelerated nature of this course, students are assigned a large amount of material to be reviewed in a relatively short period of time. To facilitate making the most productive use of your time, learning objectives will be provided for each chapter. Students are encouraged to focus on the reading material until they understand and can respond to the learning objectives. Although a more thorough review and contemplation of the material is encouraged, it is not required.

Week	Class Session	Topic	Due Digital Dropbox
1	9/11	Chapter 1 - Introduction to the Field Chapter 2 - Operations Strategy and Competitiveness	
2	9/18	Chapter 3 - Project Management	
3	9/25	Chapter 13 - Forecasting	Assignment 1 9/27
4	10/2	Chapter 4 - Product Design Chapter 5 - Process Analysis	
5	10/9	Chapter 6 - Manufacturing Process Selection Chapter 7 - Service Process Selection and Design	Assignment 2 10/11
6	10/16	<b>EXAM 1 - Chapters 1, 2, 3, 4, 5, 6, 7 and 13</b>	
7	10/23	Chapter 8 - Quality Management: Focus on Six Sigma Chapter 8 Technical Note - Process Capability and Statistical Quality Control	
8	10/30	Chapter 10 - Supply Chain Strategy Chapter 11 - Strategic Capacity Management	Assignment 3 11/1
9	11/6	Chapter 15 - Inventory Management Presentations on Final Papers	
10	11/13	Chapter 14 - Aggregate Planning Chapter 16 - Materials Requirement Planning Presentations on Final Papers	Assignment 4 11/15
11	11/20	<b>EXAM 2 - Chapters 8, 8 Technical Note, 10,11,13, 14,15 and 16</b> <b>FINAL PAPERS DUE</b>	

**NOTE: This is a tentative schedule. Changes may occur throughout the quarter.**

## ***PLEASE READ THE FOLLOWING COURSE POLICIES & PROCEDURES***

### **Attending Class:**

**Class Attendance:** Students are expected to attend all classes and to be there on time. Failure to attend class several times during the quarter may result in a reduction in your final grade. If you have to miss class make sure you contact me ahead of time. **To count for attendance you must be present for the entire class.**

Please read the following carefully:

**You are allowed only **TWO** excused absences from class. Those students who miss more than two classes will have points deducted from their participation grade. This includes the first week of class. You will not get credit for attendance if you leave early.**

### **Homework - Assigning Problem Sets & Cases:**

I firmly believe in the team process used in this course. While the team process can be difficult at times, research has clearly shown that on average a team will always produce better results than individuals. One of the objectives of my course is to give you exposure to the team process and an opportunity to learn about group behavior.

The assignments (problem sets & cases) will be performed in teams. It is expected that teams will **NOT** work with other teams or seek additional help outside the classroom other than the instructor. If I have evidence that teams have collaborated on ANY assignment, the entire team(s) will receive a ZERO for the assignment (at a minimum)!

I suggest the following guidelines when completing the assignments. Every team member must participate in doing the assignments. Teams can determine how members will contribute. Here are some alternative strategies:

- 1. Each problem is solved by two of the team members and the duo develops the final answer;**
- 2. Every team member does every problem and then the team develops a final answer; or**
- 3. The team splits up the assignment and there is no overlap.**

Students from previous classes tell me that option #1 is the best because it reduces the amount of work (versus option 2) and allows for students to check their answer with their team member (versus option 3). NOTE: Be careful when deciding how to complete the assignments. If you elect option 3 with no overlap you are potentially putting your grade at risk. Every team member is expected to participate equally over the quarter.

**Late Homework:** Late homework is defined as anything turned in to me after I request the assignments. Unless otherwise specified ALL homework will be submitted electronically via the Digital Drop Box (option under Student Tools).

Use the following naming convention for your group's files when using the student drop box: **MGT 502\_groupnumber**. Please make sure when I open the assignment file that the team name and member names are at the beginning of the file. Please submit only ONE file for your entire group.

In **extreme cases**, if your group has experienced extenuating circumstances and **I have approved** that you all may turn it in at a time other than when I have requested the assignment, it must be turned in electronically via the Digital Drop Box (option under Student Tools). I will **NOT** accept any homework that is received via **email**. Late homework will be subjected to a penalty of **15 percent per 24 hours for the first 48 hours**. Any assignment over 48 hours late will receive a grade of ZERO.

### **Guidelines for Team Formation:**

**Teams:** Learning can be enhanced through an appropriately structured team. Teams will be constructed during the first class meeting. Teams comprised of **THREE - FOUR** class members will be used throughout the entire term to complete all assignments.

- a. Teams should have **three-four** members.
- b. Teams should be **homogeneous** on available meeting times. This maximizes available meeting times.
- c. Teams should be **heterogeneous** on major, gender, race, place of birth, etc. This maximizes alternative viewpoints.
- d. Each team member should have at least one person who has used Excel to develop simple spreadsheets.

### **If Team Problems Occur:**

- a. If the team thinks that a member is "Free-Riding" first talk to the free rider. Notify me by e-mail. Do this at the **first sign of trouble**.
- b. If talking to the individual(s) does not work, I would like to see the **entire team** "off the record" to discuss the problem. This discussion will in no way affect anyone's grade. I will not allow anyone to place blame or allow intra-team fighting, but help address the problem. Please don't wait until mid-quarter to address the problems.
- c. I do permit teams to dissolve but **only** after meeting with me as a last resort.

It is better to confront the team's problem head-on than to let them simmer throughout the quarter. That is a recipe for an ulcer and bad feelings.

### **Policies & Professional Behavior Guidelines:**

**Email:** I receive a great deal of email on a daily basis. If you send me email, please state in the **subject line** **MGT 502**. This alerts me to give your message precedence.

**PowerPoint files:** Copies of the PowerPoint files used for presentation in the class may be obtained from the course web page. The files are listed by chapter and/or topic and you may download the entire file to a disk. This information is only for students in this particular class and not for widespread distribution.

Although I will try to maintain the class schedule and objectives, I may need to make adjustment throughout the quarter. I will post any schedule changes on the course web site.

**Tardiness:** Please arrive on time. If you are later than the start of class, please quietly take a seat nearest the entrance. Walking across the room and in my line of sight disturbs other students and my concentration.

**Side Conversations:** Side conversations make it difficult for your classmates to actively listen and learn.

**Inattention:** Please don't read other books or newspapers or study for other courses during my class. Simply stated it is not polite. Please pay attention and join in the individual and group discussions. It will help you master the material.

## **Academic Integrity Policy**

Academic integrity entails absolute honesty in one's intellectual efforts. The *DePaul Student Handbook* details the facets and ramifications of academic integrity violations, but you should be especially aware of the policies on cheating and plagiarism.

**Cheating** is any action that violates University norms or an instructor's guidelines for the preparation and submission of assignments. Such actions may include using or providing unauthorized assistance or materials on course assignments or possessing unauthorized materials during an examination.

**Plagiarism** involves the representation of another's work as your own, for example:

- (a) submitting as one's own any material that is copied from published or unpublished sources such as the Internet, print, computer files, audio disks, video programs or musical scores without proper acknowledgement that it is someone else's;
- (b) paraphrasing another's views, opinions or insights without proper acknowledgement or copying of any source in whole or in part with only minor changes in wording or syntax even with acknowledgement;
- (c) submitting as one's own work a report, examination, paper, computer file, lab report or other assignment which has been prepared by someone else.

**If you are unsure about what constitutes unauthorized help on an exam or assignment, or what information requires citation and/or attribution, please consult me immediately.** Violations may result in the failure of the assignment, failure of the course, and/or additional disciplinary actions.