CALIFORNIA STATE UNIVERSITY CHANNEL ISLAND
Camarillo

Course:	BUS 320
Title:	Business Operations
Units:	3
Required Texts:	Heizer, Jay; Render, Barry: Operations Management, 2014, 11th edition, Prentice Hall, ISBN-10: 0136119417 ISBN-13: 9780136119418 In addition to the regular readings assigned in this course, it is highly encouraged to keep abreast of current events in business and economics by reading at least one of the following materials on a regular basis: Wall Street Journal, Business Week, and Fortune.
Instructor:	Horst J. Liebl, Ph. D., MBA, CFE, CPA, CGMA
Telephone Number:	(805) 300-4002; email: Horst.Liebl@csuci.edu
Office Hours:	Wednesdays 3:00pm – 5:00pm, Thursdays 12:00 pm – 3:00 pm or by appointment, Sage Building Office 2031.
Location:	TBA
Schedule:	See Detailed Schedule
Course Overview:	This is a required course for the Bachelor of Science in Business. An understanding of the role of quantitative analysis techniques is essential for students of business. The course will use lectures, cases, projects, and in-class exercises to illustrate the importance of productivity to business organizations. This course will provide business students with the knowledge, skills, and abilities to analyze operational strategy, operating systems, facilities and process technology.
Student Learning Outcomes:	Students who successfully complete this course will be able to: 1. Describe orally and in writing the fundamentals of operations management and its linkage to the success of a company (1,2,3,5)* 2. Identify, conceptualize, and develop solutions for operational problems (1,2,4,5)* 3. Understand and apply Linear Programming, Waiting Line Models, Regression Analysis, and other management science techniques (1, 5)* 4. Write analyses of complex cases related to operations management (1,2,5)* 5. Formulate and present operations strategies (1,2,3,5)* * Aligns with **Program Learning Outcomes** for: 1) Critical thinking, 2) Oral communication, 3) Written Communication, 4) Conduct (Ethics), 5) Competencies in discipline, 6) Collaboration

Course Topics: *Tentative Topics (but not limited to)*

1. Principles of operations management
2. Productivity
3. Manufacturing vs. service organizations
4. Developing and implementing operating systems
5. Designing and utilizing facilities
6. Promoting innovation
7. Management science and decision-making
8. Mathematical models
9. IT Systems and operations management – computer aided manufacturing
10. Production planning and scheduling
11. Emerging issues in operations management
12. E Commerce Principles of Operations Management

This syllabus may be verbally modified during the term by the instructor.

Assignments: Students are expected to complete the weekly assignments before the beginning of the next class meeting. This point is essential, because much of the discussion in each class will be based upon the concepts presented in the assignments.

Grading Scale:

90 < 100 = A
80 < 90 = B
70 < 80 = C
60 < 70 = D
0 < 60 = No Pass

Grading:

Class Attendance	15 Points
Presentation	15 Points
Business Operations Analysis Paper	20 Points
Mid-Term Examination	25 Points
Final Examination	25 Points
Total	100 Points

Students are responsible to sign in for attendance points at each meeting by initialing the sign in sheet. Ex-post sign in – like for a prior class meeting - is not accepted.

Group Exercises & Class Participation involves the student's ability to stimulate discussion and contribute to class activities. The grade is based on quality, not on quantity of participation.

Participants are encouraged to active participation and discussion.

A missed Mid-Term or Final Examination cannot be substituted by "extra" assignments.

Grading Criteria: Students will be graded on the coherent organization of thought, knowledge level, clarity, conciseness, and style of expression, willingness to express views and degree of preparedness. Students are graded on achievement, rather than effort. It is the responsibility of each student to come to class prepared.

Presentation – Team Assignment:

Each student is requested to sign up for a group presentation. A group

will have up to three members. A sign-up sheet will be circulating and students can choose the subject and the group members.

Each presentation relates to a specific class meeting and subject. The team's task is to research the assigned subject and prepare a presentation of approximately 30 minutes duration, allowing for question and answers during or at the end of the presentation.

As this is a group assignment, the group will be graded on the group's performance, not on an individual basis.

Presentations will be graded on the following criteria: Organization, Topic Research and Knowledge of the Subject, Presentation Style, Effective Use of Visual Aids, Content of Presentation, and Audience Engagement.

For due dates see the Schedule. No extensions are possible.

Business Operations Analysis Paper:

The Business Operations Analysis Paper is an important part of this course. The paper has to be prepared as an individual effort and is due no later than on the last day of the course. There is no possible extension for the paper, and there are no exceptions for granting an extension. It is the student's responsibility to submit the paper on time.

The paper has to be submitted as a hard copy; no electronic submission (e.g. by email) is acceptable. For the due date see the Course Schedule at the end of this syllabus. THERE IS NO EXTENSION FOR THE PAPER.

The student is requested to choose a company of his or her choice and perform an analysis of the business operations of the selected company. The company can be a manufacturing or a service company, public traded or privately held. The size of the company is not important.

The emphasis is on analyzing the different business operations as they are implemented in the company and compare them to what an optimal operations structure would be. The student should take the position of a "business consultant" who is assigned to analyze the current status of the operations, compare the status to a "what would be optimal for the company" and summarize the findings in a strong conclusion and recommendation part or the paper.

The paper should be between 10 to 20 pages plus cover sheet, table of contents and a list of references.

All documents are to be typed, spell-checked and grammar-checked and conform to APA Standard (American Psychological Association, 2001: Publication Manual of the American Psychological Association).

Papers will be graded on the following criteria: Format & Style, Grammar and Readability, Content, Organization of the Paper, Critical Analysis and Thinking, Understanding of the class Material, and Conclusions and Recommendations.

Mid-Term and Final Tests:

The Mid-Term as well as the final is a multiple choice test. The week before the Mid-Term and the Final will be a selection of the chapters that will be subject of the respective test.

Course Standards and Academic Honesty:

It is assumed that all students will perform professionally in preparing work required for this class. If papers have to be prepared, all papers must be submitted on their due date.

1. Academic dishonesty includes such things as cheating, inventing false information or citations, plagiarism and helping someone else commit an act of academic dishonesty. It usually involves an attempt by a student to show possession of a level of knowledge or skill that he/she does not possess.
2. Course instructors have the initial responsibility for detecting and dealing with academic dishonesty. Instructors who believe that an act of academic dishonesty has occurred are obligated to discuss the matter with the student(s) involved. Instructors should possess reasonable evidence of academic dishonesty. However, if circumstances prevent consultation with student(s), instructors may take whatever action (subject to student appeal) they deem appropriate.
3. Instructors who are convinced by the evidence that a student is guilty of academic dishonesty shall assign an appropriate academic penalty. If the instructors believe that the academic dishonesty reflects on the student's academic performance or the academic integrity in a course, the student's grade should be adversely affected. Suggested guidelines for appropriate actions are: an oral reprimand in cases where there is reasonable doubt that the student knew his/her action constituted academic dishonesty; a failing grade on the particular paper, project or examination where the act of dishonesty was unpremeditated, or where there were significant mitigating circumstances; a failing grade in the course where the dishonesty was premeditated or planned. The instructors will file incident reports with the Vice Presidents for Academic Affairs and for Student Affairs or their designees. These reports shall include a description of the alleged incident of academic dishonesty, any relevant documentation, and any recommendations for action that he/she deems appropriate.
4. The Vice President for Student Affairs shall maintain an Academic Dishonesty File of all cases of academic dishonesty with the appropriate documentation.
5. Student may appeal any actions taken on charges of academic dishonesty to the "Academic Appeals Board."
6. The Academic Appeals Board shall consist of faculty and at least one student.
7. Individuals may not participate as members of the Academic Appeals Board if they are participants in an appeal.
8. The decision of the Academic Appeals Board will be forwarded to the President of CSU Channel Islands, whose decision is final.

Disability: Cal State Channel Islands is committed to equal educational opportunities for qualified students with disabilities in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. The mission of Disability Accommodation Services is to assist students with disabilities to realize their academic and personal potential. Students with physical, learning or other disabilities are encouraged to contact the Disability Accommodation Services office at (805) 437-8510 for personal assistance and accommodations.

Course Schedule

BUS 320 Business Operations

CSUCI

Operations Management **Jay Heizer & Barry Render**

Saturdays Fall 2013

Meeting	Date	Topic	Chapter	Assignments	Student Learning Outcomes
1	24-Aug-13	Introduction to Course, Operations and Productivity, Decision Making Tools,	Ch 1, Mod A,		4
2	7-Sep-13	Operations Strategy in a Global Environment, Waiting-Line Models,	Ch 2, Mod D		2
3	14-Sep-13	Project Management, Linear Programming,	Ch 3, Mod B,		3, 4
4	21-Sep-13	Forecasting, Design of Goods and Services,	Ch 4, Ch 5,		1
5	28-Sep-13	Managing Quality, Statistical Process Control,	Ch 6, Sup 6,		2
6	5-Oct-13	Process Strategy, Capacity and Constraint Management,	Ch 7, Sup 7,		3, 4

7	12-Oct-13	Location Strategies, Transportation Models, Layout Strategies,	Ch 8, Mod C, Ch 9,		1, 2
8	19-Oct-13	Mid Term,			1, 4
9	26-Oct-13	Human Resources - Job Design, and Work Measurement, Learning Curves,	Ch 10, Mod E,		1, 3
10	2-Nov-13	Supply Chain Management, Supply-Chain Management Analysis,	Ch 11, Sup 11,		2, 3, 4
11	9-Nov-13	Inventory Management, Aggregate Planning and S&OP,	Ch 12, Ch 13,		2, 3
12	16-Nov-13	Material Requirements Planning (MRP) and ERP, Simulations,	Ch 14, Mod F,		2, 4
13	23-Nov-13	Short-term Scheduling,	Ch 15,		2, 3
14	30-Nov-13	JIT, TPS and Lean Operations,	Ch 16,		1, 3
15	7-Dec-13	Maintenance and Reliability, Instructor Evaluation Due, Business Operations Analysis Paper Due,	Ch 17,		1, 3
16	14-Dec-13	Finals			1, 4

Reading Assignments:

BUS 320 Business Operations

Reading Assignments

Week	Topic		Source	From Page	To Page
Week 1	Introduction to Course, Operations and Productivity,	Ch 1,	Textbook	1	26
24-Aug-13	Decision Making Tools,	Mod A,	Textbook	667	688

Week 2 **7-Sep-13**	Operations Strategy in a Global Environment, Waiting-Line Models,	Ch 2, Mod D	Textbook Textbook	27 735	56 764
Week 3 **14-Sep-13**	Project Management, Linear Programming, Article Research (AR): Project Management, (AR): Linear Programming,	Ch 3, Mod B,	Textbook Textbook	57 689	101 716
Week 4 **21-Sep-13**	Forecasting, Design of Goods and Services, (AR): Forecasting, (AR): Design of Goods and Services, Complete Quiz 1,	Ch 4, Ch 5,	Textbook Textbook	101 153	152 186
Week 5 **28-Sep-13**	Managing Quality, Statistical Process Control, (AR): Quality Management, (AR): Statistical Process Control,	Ch 6, Sup 6,	Textbook Textbook	205 235	234 268
Week 6 **5-Oct-13**	Process Strategy, Capacity and Constraint Management, (AR): Process Strategy, (AR): Theory of Constraints,	Ch 7, Sup 7,	Textbook Textbook	269 297	296 325
Week 7 **12-Oct-13**	Location Strategies, Transportation Models, Layout Strategies, (AR): Location Strategies, (AR): Transportation Models, (AR): Layout Strategies,	Ch 8, Mod C, Ch 9,	Textbook Textbook Textbook	325 717 355	354 734 394
Week 8 **19-Oct-13**	Mid Term,				
Week 9 **26-Oct-13**	Human Resources - Job Design, and Work Measurement, Learning Curves, (AR): Job Design,	Ch 10, Mod E,	Textbook Textbook	395 765	428 780

	(AR): Learning Curves,				
Week 10 **2-Nov-13**	Supply Chain Management, Supply-Chain Management Analysis, (AR): Supply Chain Management, (AR): Outsourcing,	Ch 11, Sup 11,	Textbook Textbook	429 459	458 472
Week 11 **9-Nov-13**	Inventory Management, Aggregate Planning and S&OP, (AR): Inventory Management, (AR): Aggregate Planning,	Ch 12, Ch 13,	Textbook Textbook	473 517	516 550
Week 12 **16-Nov-13**	Material Requirements Planning (MRP) and ERP, Simulations, (AR): MRP, (AR): Simulations, Complete Quiz 2	Ch 14, Mod F,	Textbook Textbook	551 781	586 796
Week 13 **23-Nov-13**	Short-term Scheduling, (AR): Short-term Scheduling,	Ch 15,	Textbook	587	622
Week 14 **30-Nov-13**	JIT, TPS and Lean Operations, (AR): Just in Time,	Ch 16,	Textbook	623	648
Week 15 **7-Dec-13**	Maintenance and Reliability, Instructor Evaluation Due, Business Operations Analysis Paper Due, (AR): Maintenance and Reliability,	Ch 17,	Textbook	649	666
Week 16 **14-Dec-13**	Finals				

Presentation Subjects:

BUS 320 Business Operations

Meeting	Date	Team	Presentation Subject	Description
1	24-Aug-13			
2	7-Sep-13			
3	14-Sep-13	A	Practical Project Examples in Different Companies	Select two or more companies and show how they Manage Projects
4	21-Sep-13	B	Examples of Forecasting in two Different Companies	Selecting a Manufacturing and a Service Company and show how they do forecasting - which tools do they use and why?
5	28-Sep-13	C	Quality Management in Manufacturing versus Service Industries	If - what requires different QM approaches and why?
6	5-Oct-13	D	Process Strategies for two selected Industries	Pick two or more Manufacturing Companies and show how there Processes are different and what Strategies they employ.
7	12-Oct-13	E	How do Car Companies use Location Strategy?	How important and is location strategy for automotive manufactures?
8	19-Oct-13			
9	26-Oct-13	F	Job Designing at Different Companies	Select a Sample Company and Analyze how the Company Applies It.
10	2-Nov-13	G	Supply-Chain Management in Japan and the USA	Research how Japanese and US Companies do Supply-Chain Management
11	9-Nov-13	H	Aggregate Planning in the Airline Industry	Show on the Example of two Airlines how they use Aggregate Planning
12	16-Nov-13	I	ERP Systems in Selected Companies	Select two companies and show how they implement and use ERP
13	23-Nov-13	J	Short term Scheduling in Manufacturing versus Service Industry	In what ways differs Short term Scheduling in Manufacturing vs. Service Industries?

14	30-Nov-13	**K**	Just in Time in the Automotive Industry	Practical Examples of JIT in the Automotive Industry
15	7-Dec-13	**L**	Preventive Maintenance in the Airline Industry	How do Airlines perform Preventive Maintenance?
16	14-Dec-13			