BUS 320, Business Operations
Martin V. Smith School of Business and Economics
California State University Channel Islands
Course Syllabus Fall 2022
Tue 6:00PM - 8:50PM   Online

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Office Hours: Tuesdays, 5:00-5:45

Required Materials: Heizer J., Render, B., and Munson, C. *Operations Management: Sustainability and Supply Chain Management*, Pearson, Boston, 2016.

Course Description:

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 online discussions 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.

Program Learning Goals:

1. Demonstrate high proficiency in critical thinking, oral and written communication, personal ethical conduct and collaboration skills.
2. Demonstrate orally and in writing analytical and integrative skills in making business decisions.
3. Demonstrate an understanding of the global operating environment of business.
4. Produce written innovative and integrative business plans, including plans that adapt to uncertain and unpredictable environments.
5. Demonstrate an understanding of relevant disciplines.
6. Demonstrate leadership skills in a variety of situations and settings.

Learning Objectives:

Successfully completing the course will allow the student to:

- Describe the fundamentals of productivity and the linkage to operations and supply chain management (OSCM) (Program Learning Goals (PLG)1, 2, 3,5)
- Analyze complex cases in OSCM and formulate effective and efficient strategies and plans to implement those strategies (PLG 1, 2, 4)
- Conduct an analysis of an OSCM situation and be able to convey this succinctly (PLG 2, 4)
- Develop solutions for operational problems utilizing methods in management science (PLG 1, 2, 5)

Course Topics:

The role of operations and supply chain management as a strategic element
Manufacturing and service processes
Supply chain processes
Supply and Demand planning
Disruptive Technology in operations and supply chain management

Grading	Weight
Weekly Assignments	30%
Attendance/Online Discussions/instructor evaluation/chapter quizzes	15%
Midterm exam	20%
Final exam	35%
Business interview analysis paper and presentation (30% and 5%)	
Total	100%

Grades – Letter Grade Translation

Highest	Lowest	Grade
100.00%	92.00%	A
91.99%	90.00%	A-
89.99%	87.00%	B+
86.99%	83.00%	B
82.99%	80.00%	B-
79.99%	77.00%	C+
76.99%	73.00%	C
72.99%	70.00%	C-
69.99%	67.00%	D+
66.99%	59.99%	D
58.99%	*0.00%*	*F*

Weekly Assignments (30% of course grade)

Maximizing efficiency of service and production functions is a key goal of OSCM. Quantitative analysis is one of the main tools used in comparing alternative scenarios for efficiency and underlying trade-offs. In this course a weekly assignment will be given for each chapter dealing with typical OSCM topics. After you read the chapter you will be assigned "discussion points," "solved problems" at the end of the chapter for your weekly assignments designated by your instructor.

Attendance/participation (15% of course grade)

Students are expected to have completed all assignments, including reading, and come to class prepared to participate. Your score on this part of the grade will be based on whether or not you participated making a contribution to posted discussions. Therefore, attendance is essential. Students are expected to arrive on time for the start of class; excessive tardiness will result in a lowered grade. Missing more than two classes is prohibited and will result in a "C", "D" or "F" grade for the class regardless of performance on assignments and the final exam. If you have any attendance issues or emergencies, please speak to the instructor **beforehand.**

Some of the characteristics of effective class participation are:

1. Are the points that are made relevant to the discussion in terms of increasing everyone's understanding, or are they merely regurgitation of case facts?
2. Do your comments take into account comments made by others earlier in the class, or are the points isolated and disjointed? The best contributions following the lead off tend to be those that reflect, not only excellent preparation, but good listening, and interpretative and integrative skills as well.
3. Do your comments show evidence of a thorough reading and analysis of the case?
4. Does the participant distinguish among different kinds of data that is, facts, opinions, assumptions, and inferences?
5. Is there a willingness to test new ideas or are all comments cautious/"safe"?

Examples of things that cause one not to earn the full amount of participation points:

1. Doing homework in class.
2. Being disruptive.
3. Arriving late, leaving early.
4. Cell phone use.
5. Laptop, tablet, smart phone use other than taking notes.
6. Sleeping in class.

Midterm exam (20% of course grade)

The midterm exam will cover all textbook readings, lectures, cases and problems up to the date of the midterm. It will consist of true/false and multiple-choice questions with quantitative analysis. You will need a calculator for some of the more difficult formulas.

Business interview analysis paper and presentation (30% and 5% of course grade)

This course focuses on process and supply chain management used to deliver a product to a customer.

Your report should address the following items as applicable to your project:

1. Interview at least 1 business asking them how they deal with:
   The Ten Organizational Management strategic decisions which are required of operations managers (Please see page 46, Part 1 for exact questions):
   1. Design of goods and services

2. Managing quality
3. Process strategy
4. Location strategies
5. Layout strategies
6. Human resources
7. Supply chain management
8. Inventory management
9. Scheduling
10. Maintenance

2. Based on these interviews please give a written report of the following:
   a. Provide a **One** paragraph biography of each business interviewed
   b. A breakdown of the individual responses to your question
   c. Explain what the businesses have in common in how they dealt with the above issues in Organizational Management?
   d. Please identify 5 best practices as performed by the businesses you interviewed and how they relate to lessons learned in class and in our textbook.
   e. Give at least three examples of the data and calculations that would be used to analyze each best practice.
   f. Please give at least three best practices that you would recommend to these businesses that are **not** doing and how you would use data and calculations to analyze those practices.
   g. Give a three minute "rocket pitch" describing your project and addressing the above points. Please include **3 slides total** for your presentation.

Report requirements:

☐   Provide a detailed report that should be written as an executive report of the project. An adequate report should be in APA format and have a length of 6 to 8 double spaced pages excluding title pages, table of contents, and citations.

Consider carefully what information you want your audience to receive. Present the big picture and leave the details for the write-up. You will need to email your PowerPoint presentation to the instructor prior to the class.

Please do not spend your presentation time reading the slides to the class. We can see/read much faster than you can speak.

Course Standards

It is assumed that all students will perform professionally in preparing work required for this class. All papers must be submitted before class on their due date. Late submissions will not be accepted.

All students commit to maintaining and upholding intellectual integrity. Any violations, including but not limited to cheating or plagiarism may result in sanctions. Sanctions may include a failing grade on an assignment, a failing grade for the course, or suspension or dismissal from the university.

Students with Disabilities needing accommodation should make requests to the staff at the Disability Resource Programs, at the Educational Access Center, East Bell Tower 1541 (805) 437-3331, accommodations@csuci.edu, Valeri Cirino-Paez, valeri.cirino-paez@csuci.edu. Please discuss approved accommodations with the instructor.

Written work Grading Rubric:

Grading Rubric

Criteria	Not Evident	Developing	Proficient	Exemplary	Points
Organization and format	**2 pts** Writing lacks logical organization. It may show some coherence but ideas lack unity. Serious errors and generally is an unorganized format and information.	**3 pts** Writing is coherent and logically organized, using a format suitable for the material presented. Some points may be contextually misplaced and/or stray from the topic. Transitions may be evident but not used throughout the essay. Organization and format used may detract from understanding the material presented.	**4 pts** Writing is coherent and logically organized, using a format suitable for the material presented. Transitions between ideas and paragraphs create coherence. Overall unity of ideas is supported by the format and organization of the material presented.	**5 pts** Writing shows high degree of attention to details and presentation of points. Format used enhances understanding of material presented. Unity clearly leads the reader to the writer's conclusion and the format and information could be used independently.	**5 pts**
Content	**2 pts** Some but not all required questions are addressed. Content and/or terminology is not properly used or referenced. Little or no original thought is present in the writing. Concepts presented are merely restated from the source, or ideas presented do not follow the logic and reasoning presented throughout the writing.	**3 pts** All required questions are addressed but may not be addressed with thoughtful consideration and/or may not reflect proper use of content terminology or additional original thought. Additional concepts may not be present and/or may not be properly cited sources.	**4 pts** All required questions are addressed with thoughtful consideration reflecting both proper use of content terminology and additional original thought. Some additional concepts may be presented from other properly cited sources, or originated by the author following logic and reasoning they've clearly presented throughout the writing.	**5 pts** All required questions are addressed with thoughtful in-depth consideration reflecting both proper use of content terminology and additional original thought. Additional concepts are clearly presented from properly cited sources, or originated by the author following logic and reasoning they've clearly presented throughout the writing.	**5 pts**
Development – Critical Thinking	**4 pts** Shows some thinking and reasoning but most ideas are	**6 pts** Content indicates thinking and reasoning applied with original	**8 pts** Content indicates original thinking, cohesive conclusions,	**10 pts** Content indicates synthesis of ideas, in-depth analysis and	**10 pts**

Criteria	Not Evident	Developing	Proficient	Exemplary	Points
	underdeveloped, unoriginal, and/or do not address the questions asked. Conclusions drawn may be unsupported, illogical or merely the author's opinion with no supporting evidence presented.	thought on a few ideas, but may repeat information provided and/ or does not address all of the questions asked. The author presents no original ideas, or ideas do not follow clear logic and reasoning. The evidence presented may not support conclusions drawn.	and developed ideas with sufficient and firm evidence. Clearly addresses all of the questions or requirements asked. The evidence presented supports conclusions drawn.	evidence beyond the questions or requirements asked. Original thought supports the topic, and is clearly a well-constructed response to the questions asked. The evidence presented makes a compelling case for any conclusions drawn.	
Grammar, Mechanics, Style	**2 pts** Writing contains many spelling, punctuation, and grammatical errors, making it difficult for the reader to follow ideas clearly. There may be sentence fragments and run-ons. The style of writing, tone, and use of rhetorical devices disrupts the content. Additional information may be presented but in an unsuitable style, detracting from its understanding.	**3 pts** Some spelling, punctuation, and grammatical errors are present, interrupting the reader from following the ideas presented clearly. There may be sentence fragments and run-ons. The style of writing, tone, and use of rhetorical devices may detract from the content. Additional information may be presented, but in a style of writing that does not support understanding of the content.	**4 pts** Writing is free of most spelling, punctuation, and grammatical errors, allowing the reader to follow ideas clearly. There are no sentence fragments and run-ons. The style of writing, tone, and use of rhetorical devices enhance the content. Additional information is presented in a cohesive style that supports understanding of the content.	**5 pts** Writing is free of all spelling, punctuation, and grammatical errors and written in a style that enhances the reader's ability to follow ideas clearly. There are no sentence fragments and run-ons. The style of writing, tone, and use of rhetorical devices enhance the content. Additional information is presented to encourage and enhance understanding of the content.	**5 pts**
				Total:	25 pts

Class Schedule

This schedule is subject to change during the session.

Week	Date	Class Lecture/Discussion	Text Readings	Assignment and Case Study (Discussion)
1	8/23	Course Overview	Ch. 1, Ch. 2	*Frito-Lay/ Hard Rock Café*
2	8/30	Operations and Productivity /Operations Strategy in a Global Environment	Ch.3	*Chapter 1,2 assignments due*
3	9/6	Project Management	Ch. 4	*Chapter 3 assignment/Arnold Palmer Hospital due*
4	9/13	Forecasting	Ch. 5	*Chapter 4 assignment/ Orlando Magic*
5	9/20	Design of Goods & Services	Ch. 6	*Chapter 5 assignment/ Regal Marine*
6	9/27	Managing Quality	Ch.7	*Chapter 6 assignment/ Alaska Airlines*
7	10/4	Process Strategy	Ch. 8	*Chapter 7 assignment /Alaska Airlines*
8	10/11	Location Strategies **MIDTERM**	Ch. 9	*Chapter 8 assignment/ Red Lobster*
9	10/18	Layout Strategies	Ch. 10	*Chapter 5 assignment /Wheeled Coach*
10	10/25	Supply Chain Management	Ch. 12	*Darden*
11	11/1	Inventory	Ch. 13	*Frito-Lay*
12	11/8	Aggregate, Sales, & Operations Planning	Ch. 14	*Orlando Magic*
13	11/15	Short Term Scheduling/Lean Operations	Ch. 15,16	*Amway Center*
14	11/22	Exam Prep	16	
15	11/29			
16	12/7	Final Exam		

Name _____

CONTENT RUBRIC FOR SCORING PAPER:

 Points   **Topic**

_____   25   How process used by interviewed companies supports org
strategy and the supply chain.

_____   15   Detailed answers or each interview questions

_____   15   Best practices identified

_____   15   Suggested performance metrics

_____   15   How to improve the performance

_____   15   APA = Grammar / Spelling / Formatting