

BUS 320, Business Operations
Martin V. Smith School of Business and Economics
California State University Channel Islands
Course Syllabus Fall 2018

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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 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.

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/participation/instructor evaluation | 15% |
| Midterm exam | 20% |
| Final exam | <u>35%</u> |
| <u>Business interview analysis paper and presentation (30% and 5%)</u> | |
| 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 the discussion. 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 3 businesses 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.

Class Schedule

This schedule is subject to change during the session.

| Week | Date | Class Lecture/Discussion | Text Readings | Assignment and Case Study |
|------|-------|--|---------------|--|
| 1 | 8/28 | Course Overview | Ch. 1, Ch. 2 | <i>Frito-Lay/ Hard Rock Café</i> |
| 2 | 9/4 | No Class | | |
| 3 | 9/11 | Operations and Productivity /Operations Strategy in a Global Environment | Ch.3 | <i>Chapter 1,2 assignments due</i> |
| 4 | 9/18 | Project Management | Ch. 4 | <i>Chapter 3 assignment/Arnold Palmer Hospital due</i> |
| 5 | 9/25 | Forecasting | Ch. 5 | <i>Chapter 4 assignment/ Orlando Magic</i> |
| 6 | 10/2 | Design of Goods & Services | Ch. 6 | <i>Chapter 5 assignment/ Regal Marine</i> |
| 7 | 10/9 | Managing Quality | Ch.7 | <i>Chapter 6 assignment/ Alaska Airlines</i> |
| 8 | 10/16 | Process Strategy | Ch. 8 | <i>Chapter 7 assignment /Alaska Airlines</i> |
| 9 | 10/23 | Location Strategies MIDTERM | Ch. 9 | <i>Chapter 8 assignment/ Red Lobster</i> |
| 10 | 10/30 | Layout Strategies | Ch. 10 | <i>Chapter 5 assignment /Wheeled Coach</i> |
| 11 | 11/6 | Spring Break | | |
| 12 | 11/13 | Supply Chain Management | Ch. 12 | <i>Darden</i> |
| 13 | 11/20 | Inventory | Ch. 13 | <i>Frito-Lay</i> |
| 14 | 11/27 | Aggregate, Sales, & Operations Planning | Ch. 14 | <i>Orlando Magic</i> |
| 15 | 12/4 | Short Term Scheduling/Lean Operations | Ch. 15,16 | <i>Amway Center</i> |
| 16 | 12/11 | Final | | |
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Name

CONTENT RUBRIC FOR SCORING PAPER:

| <u>Points</u> | <u>Topic</u> |
|---------------|---|
| _____ 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 |