

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

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Office Hours: Monday's and Wednesday s 9am-12pm

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, 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 1, 2, 3,5)
- Analyze complex cases in OSCM and formulate effective and efficient strategies and plans to implement those strategies (1, 2, 4)
- Conduct an analysis of an OSCM situation and be able to convey this succinctly (2, 4)
- Develop solutions for operational problems utilizing methods in management science (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

Grading	Weight
Homework	13%
Attendance/participation/instructor evaluation	7%
Midterm exam	25%
Final exam	25%
<u>Business operations analysis paper and presentation (20% and 5%)</u>	<u>30%</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

Chapter Homework (13% 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 brief homework assignment will be given for each chapter dealing with typical OSCM topics. After you read the chapter you should do the “solved” problems at the end of the chapter as practice for the chapter homework.

Attendance/participation (7% 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 I remember your 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 one class is prohibited and will result in a “C”, “D” or “F” grade for the class regardless of performance on assignments and the final exam.

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 phones going off during class or in-class cell phone use.
5. Laptop, tablet, smart phone use other than taking notes.
6. Sleeping in class.

Midterm exam (25% 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 harder formulas.

Final exam (25% of course grade)

The final exam will be in roughly the same format as the midterm exam covering material that was presented after the midterm examination.

Business operations analysis paper (3 students per group) (30% of course grade)

This course focuses on process and supply chain management used to deliver a product to a customer. The group project requires that a process be identified, flowcharted, and analyzed. Choose an existing process involving a firm's goods or services. This existing process can be related to a group member's work. The firm's headquarters' must be located in either Ventura or Los Angeles County. You must have access to either the owner or a senior manager in the firm.

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

- 15% - An indication of how the process supports the strategy of the company.
- 10% - A detailed process flowchart including inputs, outputs, activities, activity times, processing and labor requirements.
- 15% - Capacity analysis of the process. What the current process is capable of, not what it currently is running at. Very few companies ever run at maximum capacity for any length of time.
- 10% - Strategies used to address expected increases or decreases in customer demand.
- 15% - Possible process improvements that would increase its performance.
- 10% - Metrics used to measure the process performance
- 10% - How improve the accuracy of the metrics.

- Additional issues may include:
 1. Quality management issues
 2. Product delivery issues
 3. Possible production expansion and/or contraction suggestions
 4. Customer demand schedules

Report requirements:

- Provide a one page proposal that states the option the team selected and the process or supply chain the members have chosen to analyze or design. Include concerns that the group may have. See the Class Schedule below for the due date.

- Provide a detailed report that should be written as an executive report of the project. An adequate report should be in APA format (the last 15%) and have a length of approximately 10 to (maximum of) 15 double spaced pages excluding title pages, table of contents, and appendices. Exhibits, tables and graphs will be in the appendix section of the paper. Two points for each page will be deducted for papers under 10 in length. The report should be written to an executive within the firm. Include your presentation materials in an appendix. Flow charts should be full sized and readable in the report.

Business operations analysis presentation

At the last class session, each group will present a 15 minute presentation to the class. Assume the presentation is for the executive or funder to whom the report is addressed. Your analysis of the process should cover the applicable and important areas of process management as it relates to your chosen project and should summarize the elements of your paper as described above.

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.

For the presentations, all students must be present. In preparing for your presentation, consider that presentation durations are often underestimated. Specifically, what you think will take fifteen minutes actually takes twenty minutes or more. It is therefore necessary to rehearse your presentation carefully beforehand. **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. If papers have to be prepared, 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
1	8/27 & 8/29	Course Overview Operations and Productivity	Ch. 1
2	9/3	Labor Day Holiday	
2	9/5	Operations Strategy in a Global Environment	Ch. 2
3	9/10 & 9/12	Company Name for Case Study Due! Project Management	Ch. 3
4	9/17 & 9/19	Forecasting	Ch. 4
5	9/24 & 9/26	Design of Goods & Services	Ch. 5
6	10/1 & 10/3	Managing Quality	Ch.6
7	10/8	Statistical Process Control	Ch. 6S
7	10/10	MIDTERM Chapters 1-6/S	
8	10/15 & 10/17	Process Strategy	Ch. 7
9	10/22 & 10/15	Location Strategies	Ch. 8
10	10/29 & 10/31	Layout Strategies	Ch. 9
11	11/5 & 11/7	Supply Chain Management	Ch. 11/11S
12	11/12	Veterans Day Holiday	
12	11/14	Paper Reviews	
13	11/19 & 11/21	Inventory Management	Ch. 12
14	11/26 & 11/28	Short Term Scheduling	Ch. 15
15	12/3 & 12/5	Presentations	
16	12/10 or 12/12	Final Chapters 7,8,9,11/S,12,15	

Name _____

CONTENT RUBRIC FOR SCORING PAPER:

	<u>Points</u>	<u>Topic</u>
_____	15	How the process supports the firms strategy
_____	10	Detailed flowchart for the process with timings
_____	15	Capacity analysis of the process
_____	10	Strategies for handling increases or decreases in demand
_____	15	Capacity improvements for the process
_____	10	Performance metrics (I.E. units/hr or defects)
_____	10	How to improve the accuracy of the metrics
_____	15	APA => Grammar / Spelling / Formatting

100 possible points with a 2 point per page deduction under 10 pages

10 - _____ = _____ X -2 = _____

Total Score _____