

**MOUNT SAINT MARY'S COLLEGE
MASTER OF BUSINESS ADMINISTRATION**

SYLLABUS

Semester 2 Theme: Designing the Organization's Future: Internal Strategy

**MODULE NUMBER AND NAME: BUS 223: Operations
Management to Support Strategic Position**

FACULTY: Ross B. Hopkins, Ph.D.

FACULTY AVAILABILITY: By phone or email, will respond within 24 hours.
Contact info: T: 818-497-5103, Email: rohop@aol.com.

OFFICE HOURS: By appointment

CLASS MEETING DATES AND TIMES:

7/10/11--- 8 a.m.-12 noon, 1 p.m. – 5 p.m.

7/24/11--- 8 a.m.-12 noon

REQUIRED TEXTBOOKS AND READINGS:

Heizer, J & Render, B. (2008). *Operations Management*, (9th ed.). Upper Saddle River, NJ: Pearson Prentice Hall. ISBN 0-13-812878-2. Copies of the 8th edition are also acceptable as there has been relatively little change from the previous edition. Used copies are generally available in sufficient numbers through Amazon or other online sources.

The following topic chapters should be studied carefully prior to the first class: Operations and Productivity, Operations Strategy in a Global Environment, Forecasting, Design of Goods and Services, Managing Quality, Process Strategy and Capacity Planning, Location Strategies, Supply Chain Management, Just-in-Time and Lean Production.

SUPPLMENTAL READINGS AND MATERIALS:

Case studies and discussion material will be distributed in class

MODULE DESCRIPTION: (from Catalogue)

Implementation of quality objectives in both operations and product development is key to achieving sustainable competitive advantage in the global marketplace. This module examines operations and quality management by examining context and content of

such principles as Total Quality Management and its implementation at all levels of an organization. Other important topics addressed include forecasting, technology management, capacity planning and materials management.

Statement of Module Objectives and Learning Outcomes:

1. Define operations and productivity and their historical development and their impact on business success.
2. Be able to analyze a company’s operations management and its role in achieving the firm’s strategy and fulfilling its mission.
3. Understand a firm’s TQM strategy, JIT, lean manufacturing, capacity decisions, process, location and layout strategies to assess effects on efficiency and profitability.
4. Develop and justify a demand forecast for a firm.
5. Increase focus on operations management in service industries reflecting the transformation of the U.S. economy.

Due dates, assignments and point (percentage) allocations:

DUE DATE	ASSIGNMENT DESCRIPTION	PERCENTAGE OF GRADE
7/24	Paper and Project presentation	25
7/10	Quiz #1	15
7/24	Quiz #2	20
7/24	In class exercise	15
7/10-7/24	Participation	15
End of term	Company Strategic Project	10
	Total:	100

Assignment Descriptions:

Students will be expected to participate actively in all in-class discussions and activities. Such activities may include capacity planning exercises, developing quality criteria and evaluating forecasting scenarios. Participation scores will be based on responsiveness to questions from the instructor, give and take with class members, responsiveness and attention to team presentations by other teams. There will be one graded in-class exercise.

Students will take two quizzes, one at the end of day one and one at the end of the course measuring subject knowledge and application of that knowledge to specific situations. The first quiz will be a team quiz based on application of concepts discussed in class. The second quiz is an individual quiz taken without notes and involves short essay questions, multiple choice, and true or false questions.

Students will in teams analyze a chosen company’s operations strategies looking at all the key factors of operations including process, layout, location, capacity, quality, and

other significant operations management areas applicable to that company. Students will present their findings in a comprehensive team paper and a 10 minute Powerpoint presentation on day two.

Assignment Submissions:

All assignments are due as indicated above.

Overall Statements

Module and MBA Program Learning Outcomes	<p>Upon completion of this module, students should also be able to demonstrate competency in all module objectives which, in turn, support achievement of one or more of the following MBA Learning Outcomes:</p> <ul style="list-style-type: none"> • Critical thinking • Global business acumen • Ethics • Communication skills • Entrepreneurship and innovation • Strategic planning • Teamwork
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Wikipedia is NOT an acceptable reference for work due in this module. As a graduate student, you need to use scholarly resources/references. You may locate scholarly articles through EBSCO Host or GOOGLE Scholar which can be accessed at the MSMC library.

WRITTEN WORK - Writing Requirements:

All assignments must be typed and spell/grammar checked. Note: while this is not a writing class, it is a graduate level course and, as such, failure to proofread submissions for spelling and grammar will result in a significantly lower grade being assigned. Papers are also to be well written with a logical flow of thought.

Please contact the Graduate Writing Tutor at the Learning Center for additional information about writing skills. Note: In this class, you will be marked down for incorrect grammar and/or spelling. Plagiarism (discussed later in this syllabus) will result in a number of consequences including a grade of “F” for the module.

GROUP ASSIGNMENTS:

When an assignment or in-class project is designated “group”, **ALL** group members are required to contribute to the group assignments. Failure of all members to participate will result in a reduced grade for every member of the group.

GRADING SCALE - Criteria and Guidelines:

All assignments must be completed within the required time frame in order to pass this module.

Please see Mount St. Mary’s Catalog and the Graduate Student Handbook for additional information regarding grading, required GPA, academic probation and other policies

<i>Grading Scale</i>	
93-100	A
90-92	A-
88-89	B+
83-87	B
80-82	B-
78-79	C+

73-77	C
70-72	C-
60-69	D
BELOW 60	F

Grading - Additional information:

In addition to the specific assignment requirements described in this syllabus the following guidelines will be used as a guideline for grading assignments:

WRITTEN ASSIGNMENTS (group) (approximate weights)		
Item	Description	
1	Content and Conceptualization	60%
2	Logical organization of thoughts, ideas and structure	20%
3	Spelling, Grammar, APA format, etc.	20%

GROUP ORAL PRESENTATIONS (approximate weights)		
Item	Description	
1	Relevancy to stated objectives	20%
2	Appropriateness of examples as an illustrative vehicle	10%
3	Evidence of contribution of each team member	10%
4	Creativity	10%
5	Presentation skills including compliance with time limits	10%
6	Evidence of substantive research	10%
7	Identification of principles	10%
8	Practical applications	10%
9	Mechanics of presentation	10%

Grading - Participation, Punctuality:

You must be in class to earn any participation points for a class meeting. You have the opportunity to earn up to 30 points (30% of your grade) through your active participation. In consideration of your fellow students, it is expected that you will arrive on time, return from break(s) on time and stay in class until it ends. Participation is graded on individual contribution to class discussions and participation in your study team. The development of communication skills, both oral and written, is given a high priority in this module. The classroom should be considered a laboratory where you can test your ability to interact and interface effectively with your professors and your peers. Some of the characteristics of effective class participation are:

- ✓ 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?
- ✓ Do the comments take into consideration the ideas offered 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.
- ✓ Do the comments show evidence of a thorough reading and analysis of the material, including the text, the case (if applicable) and outside business resources?

- ✓ Does the participant demonstrate critical thinking about the issue or differentiate among opinions, assumptions, and inferences?
- ✓ Is there a willingness to test new ideas or are all comments cautious/"safe"?
- ✓ Is the participant willing to interact with other class members by asking questions or challenging conclusions?
- ✓ Your participation is essential to making this a meaningful class. Active participation in mandatory – presence alone does not constitute participation.

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

- Surfing the Internet in class
- Not reading assigned material
- Being disruptive and/or not participating in class activities
- Not listening actively
- Arriving late, leaving early
- Cell phone/pagers going off during class
- Text-messaging during class
- Eating a complete meal in class instead of listening and participating

USE OF LAPTOP COMPUTERS IN THE CLASSROOM:

Some participants use laptop computers to take notes during class. In this class we may have class activities where you need to access to the Internet and on-line research sites.

However, refrain from using your laptop or other electronic devices during class discussions and when others are presenting. These are times for interactions. If you want to take notes during this time, please do so the "old fashioned way". You can convert your notes to electronic format later.

ADDITIONAL POLICIES:

Respect:

Active participation in class requires a safe and trusting environment. It is important for us to respect the views and comments made by others, even if we disagree with such comments. I encourage debate and critical discussion, yet it must be respectful, polite, and professional.

Confidentiality:

Confidentiality is required in order to foster a safe environment for active discussion of business related topics. Discussions may involve experiences from their jobs or personal experiences. Therefore all discussions of business or personal experiences are expected to be treated respectfully and confidentially. Participants should not share proprietary information without permission of their employer.

Academic Integrity/Plagiarism:

All participant-submitted materials are expected to be the product of the one's own thought process.

- Information from other sources may be used; however credit must be given, by using in-text citations or footnotes.
- A reference list should be attached to the paper to further identify the sources utilized.
- Please refer to the Mount St. Mary's 2006-2008 Catalog section on *Academic Integrity* for a complete discussion of cheating, failing to hand in original work, plagiarism, falsification or

misrepresentation, and theft (pp. 39-41). If the work of someone else (**whether it is quoted or paraphrased**) is not properly cited (or footnoted) in the assignment and if there is not a reference list giving the details of the work, THAT IS PLAGIARISM.

- If work is plagiarized in this course, the student will be subject to the consequences outlined in the 2006-2008 Catalog which states, **“The penalty for an act of dishonesty could range from a grade of F on an examination or assignment, a reduced or failing grade for the course in question, probation, suspension or expulsion from the College. Repeated acts of academic dishonesty will be treated more gravely” (p.40).**

Additional Requirements:

The requirements and conditions established by Mount St. Mary’s College, as enumerated in the Graduate Student Handbook, Catalogue, and Department of Business Administration policies are incorporated in this syllabus, in their entirety, by this reference.

Deadlines:

No late assignments will be accepted.

Extra Credit:

There is no “extra credit” in this module/course unless otherwise specified.

Americans with Disabilities Act:

MSMC, in compliance with state and federal laws and regulations, does not discriminate on the basis of disability. If you are student with a documented disability, please contact The Learning Center to make arrangements for classroom accommodations. Additional disability related information and policies can be found in the Student Handbook on pages 12 and 27.

COURSE CHANGES:

The Instructor reserves the right to change assignments, as needed, to achieve the learning objectives of the course. Students will be informed of these changes.

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