



**TROY UNIVERSITY ATLANTIC REGION
COURSE SYLLABUS
MBA 6673 – Operations Management
Term 4 2009
March 16 – May 17
Hybrid Format**

PLEASE NOTE – THIS SYLLABUS IS SUBJECT TO CHANGE

INSTRUCTOR/PROFESSOR

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IN CLASS MEETING LOCATION, DATES & TIMES:

The in class meetings will be conducted at the Troy Regional Office at the address listed above, Room 126 on the following weekends: March 27/28 and May 8/9. Our class meeting times are 4:30pm-9:30pm on Friday evenings and 8:00am-6:00pm on Saturdays. Our virtual meeting dates will be April 17/18. In class meetings account for 67% of the class sessions.

ON-LINE MEETING DATES: The equivalent of 20 class-hours will be scheduled for on-line activities. The on-line sessions will be conducted for class dates on April 17 – 18. Online sessions will account for 33% of the class sessions. Activities for this date will be accomplished during that particular week. See assignment instructions for specifics.

CONSULTATION HOURS:

Consultation times can be scheduled with the instructor on a case by case basis. I will hold office hours before and after class in the Norfolk office as needed. The office hours will be held in the classroom. Additionally, virtual office hours will be offered as needed. Please email or call to schedule an appointment so that I will be available to meet with you.

TROY UNIVERSITY MISSION STATEMENT:

Troy University is a public institution comprised of a network of campuses throughout Alabama and worldwide. International in scope, Troy University provides a variety of educational programs at the undergraduate and graduate levels for a diverse student body in traditional, nontraditional and emerging electronic formats. Academic programs are supported by a variety of student services, which promote the welfare of the individual student. Troy University's dedicated faculty and staff promote discovery and exploration of knowledge and its application to life-long success through effective teaching, service, creative partnerships, scholarship and research.

SCOB MISSION STATEMENT:

Through operations that span the State of Alabama, the United States, and the world, Sorrell College of Business (SCOB) equips our students with the knowledge, skills, abilities and competencies to become organizational and community leaders who make a difference in the global village and global economy. Through this endeavor, we serve students, employers, faculty, and Troy University at large as well as the local and global communities.

SCOB VISION STATEMENT:

Sorrell College of Business will be the first choice for higher business education students in their quest to succeed in a dynamic and global economy. Sorrell College of Business will create the model for 21st century business education and community service.

CATALOG COURSE DESCRIPTION:

An analysis of the conditions under which production and management of goods and services take place in business organizations with attention to the delineation of roles played by management and labor in carrying out production and application of selected quantitative techniques used in production. Prerequisites: MBA 5504 and MBA 5505, or equivalents.

COURSE PURPOSE:

To combine management theory with the quantitative methods that support the optimization of those processes that create value and operate under constrained resources. MBA General Management option requirement.

STUDENT OUTCOMES/ COURSE LEARNING OBJECTIVES:

Upon completion of the course, the student should be able to:

1. Describe the concept of value and the role it plays in each step of the total process diagram.
2. Apply forecasting models, inventory models, statistical process control, and sampling plans to business scenarios.
3. Discuss the relationship of the production organization to marketing, finance, accounting, and engineering.
4. Discuss the relationship of quality to manufacturing technology, product design, inspection plans, and business strategy.
5. Determine optimal ways to design, supply, and run processes to convert inputs to outputs.
6. Discuss how relationships in the supply chain affect quality, responsiveness, and risk.
7. Differentiate between economy of scope and economy of scale.
8. Compute economic order quantities.
9. Apply operations management strategies to business objectives in an apt scenario.
10. Use spreadsheet based models to support operations management decision making.

REQUIRED TEXTBOOK(S) AND/OR OTHER MATERIALS:

Required:

Meredith, J.R. & Shafer, S. M. (2007). Operations management for MBAs (3rd ed.). Hoboken, NJ: Wiley. ISBN # 978-0-471-35142-9 OR ISBN # 0-471-35142-3

Other articles as assigned in class and on Blackboard.

Recommended reference:

American Psychological Association (2001). Publication Manual of the American Psychological Association (5th Ed.) Englewood Cliffs, NJ: Merrill; Summary version at <http://owl.english.purdue.edu>, file 34.

Research as necessary to complete required assignments. Students should be able to access EXCEL spreadsheets for analysis.

ENTRANCE COMPETENCIES: Students will be expected to be proficient in critical thinking and critical writing, formatting papers in APA style, the use of the internet, email, MS Word, MS PowerPoint, and in conducting research through the Troy University Remote Library.

COURSE TECHNOLOGY:

Email: All official University communications with TROY students, will be sent through the Trojan (TROY) e-mail address assigned to them. All official information, including but not limited to student billing, faculty-student communications, registration changes, and financial aid information, sent to students' assigned Trojan e-mail addresses will constitute official notice. The University accepts no responsibility for any forwarding of e-mail that students may choose to undertake from their official Trojan e-mail accounts. The University is only responsible for ensuring that official e-mail is sent out to those student e-mail accounts that are maintained by the University. All students are responsible for monitoring their Trojan e-mail accounts frequently. Students can access their e-mail by visiting www.troy.edu and selecting the Trojan E-Mail link.

Internet Access: Students will require access to BlackBoard and Trojan Web Express via the Troy University web site. If students do not have internet access, be advised that local and military libraries offer internet access.

METHOD OF INSTRUCTION:

This course will be delivered using a hybrid-learning format. This means that 30 of the 45 contact hours of the course schedule will be in-class sessions; there are scheduled online meetings, exercises, and/or discussions that will make up the other 15 contact hours. The second weekend (4/17 and 4/18) will be delivered over the Internet using the Blackboard system. A Blackboard site has been created to help manage class activities and to promote interaction among students. Blackboard will be used to provide such things as class announcements, lecture slides, syllabi, case analysis questions, research paper examples, and interactive forums for on line class meetings/exercises/ and or discussions. Access procedures will be provided at the first class session. Please see schedule of readings and assignments at the end of the syllabus for further detail. For online class meetings, students are evaluated on the quantity (level of participation), quality (content) of participation, and the fulfillment of requirements and deadlines.

STUDENT COURSE REQUIREMENTS:

For a summary of graded assignments, please see the schedule of readings and assignments for details.

METHOD OF EVALUATION:

The student's overall performance will be established by completion of the specific objectives listed for the course. Class participation should be active and meaningful and will include attendance for a portion of the overall grade. Feedback for in class activities will be given in the classroom. Feedback on online activities will be given via email or the Discussion Board in Blackboard. All assignments will be graded in the Gradebook feature of Blackboard. By

consulting the Gradebook, students will know the point value for each assignment, as well as where they stand during the term. Specific criteria for assignments, such as format, page length, or number of sources, will be given in class or via email.

ASSIGNMENT OF GRADES:

Evaluation: Grades for the semester will be based on the following criteria:

--First Examination	25%
--Second Examination	25%
--Team Term Project/Presentation	20%
--Homework	10%
--In Class Participation*	10%
--On-line Participation	10%
-- Total	100%

*Includes leading discussion of homework case questions, as well as other in class activities. One or two students will be chosen to lead each homework case discussion in class. Partial attendance will result in partial participation credit.

Final letter grades are then calculated on the following basis:

A	90-100%
B	80-89%
C	70-79%
D	60-69%
F	<60%

ATTENDANCE POLICY:

Attendance is mandatory. No automatic cuts are authorized. Excessive absences will be reported to appropriate VA and military officials. Arrangements for excused absences must be made PRIOR to the absence.

MAKE-UP WORK POLICY:

All classes missed must be made up, regardless of whether the absences were excused or unexcused. Make-up assignments will be given by the instructor on an individual basis or identify another method.

TEAM PROJECT:

Students will form groups of 2-4, depending on the size of the class. They will choose an operations management topic of interest from the book and write a 10 - 20 page (double spaced) research paper discussing the application of the topic in the business world today. Look for more details on Course Documents in Blackboard. The team and paper topic are due **by April 18**. The team, topic, thesis statement, outline, and 5 sources (not including our book) for the paper are due **on April 30**. Paper results will be presented in class via Powerpoint presentation **on May 9**. Papers are due **on May 9** in class.

SCHEDULE OF READINGS AND ASSIGNMENTS:

CLASS MEETING	TOPICS	ASSIGNMENTS:
March 27, Friday 4:30pm-9:30pm	Introduction to the course Syllabus review Ch. 1 The Nature of Operations Ch. 2 Strategy, Operations and Global Competitiveness	Read chapters 1, 2; Read/answer questions to Apply Your Understanding Cases at the end of chapters: Ch. 1 Taracare, Inc. and Ch. 2 Izmir National University. Bring these answers to class to turn in (1-2 pages each).
March 28, Saturday 8:00am-6:00pm	Ch. 3 Process Planning and Design Ch. 4 Six Sigma for Process and Quality Improvement Chapter 5 Capacity and Location Planning First Exam (Chapters 1-5)	Read chapters 3, 4 and 5; Read/answer questions to Apply Your Understanding Cases at the end of chapters: Ch. 3 Valley County Medical Clinic, Ch. 4 KoalaTech and Ch. 5 Exit Manufacturing Company. Bring these answers to class to turn in (1-2 pages each).
April 17, Friday ONLINE	Ch. 6 Schedule Management	Read chapter 6; Read/answer questions to Apply Your Understanding Cases, Ch. 6 Grassboy Ltd. Send these answers to the Discussion board on Blackboard by midnight April 17.
April 18, Saturday, ONLINE	Ch. 7 Supply Chain Management Ch. 8 Inventory Management	Read chapters 7, 8; Read/answer questions to Apply Your Understanding Cases, Ch. 7 Dart's Parts Inc. and Ch. 8 Delta Products. Send these answers to the discussion board on Blackboard by midnight April 18. Also, please read the posts submitted by your classmates for Ch. 6 and provide constructive and substantive feedback to at least 2 classmate's posts. This is due by midnight (4/18). Finally, by Sunday at midnight (4/19) read the posts submitted by your classmates for Ch. 7 and Ch. 8 and provide constructive and substantive feedback to at least 2 classmate's posts for each chapter.
May 8, Friday 4:30pm-9:30pm	Ch. 9 Enterprise Resource Planning Ch. 10 Lean Management	Read chapters 9, 10; Read/answer questions to Apply Your Understanding Cases, Ch. 9 Antonio Jorge de Coria and Ch. 10 J Galt Lock Ltd. Bring these answers to class to turn in (1-2 pages each).
May 9, Saturday 8:00am-6:00pm	Ch. 11 Project Management Project presentations (am) Second Exam (Chapters 6-11)	Read chapter 11; Read/answer questions to Apply Your Understanding Case, Ch. 11, Nutri-Sam. Bring these answers to class to turn in (1-2 pages).

ONLINE AND IN CLASS PARTICIPATION EXPECTATIONS AND GRADING:

Grading Discussion Assignments

In this course 10 percent of a participant's final grade is based on participation in online class discussions and 10 percent is based on in-class discussions. Grading on these discussions (in-class and online) will be based on the following rubric
A-LEVEL PARTICIPATION (40 Points) <ul style="list-style-type: none">• The participant consistently posted insightful comments and questions that prompted on-topic discussion.• The participant consistently helped clarify or synthesize other group members' ideas.• If disagreeing with another group members' ideas, the participant stated his or her disagreement or objections clearly, yet politely.
B-LEVEL PARTICIPATION (34 Points) <ul style="list-style-type: none">• The participant was notably lacking in one or two of the items listed for A-level participation.• The participant consistently had to be prompted or coaxed to participate.• The participant usually, but not always, expressed herself or himself clearly.
C-LEVEL PARTICIPATION (28 Points) <ul style="list-style-type: none">• The participant was consistently lacking in two or more of the items listed for A-level participation.• The participant was extremely reluctant to participate, even when prompted.• The participant rarely expressed himself or herself clearly.
D-LEVEL PARTICIPATION (22 Points) <ul style="list-style-type: none">• The participant frequently attempted (success is irrelevant) to draw the discussion off-topic, even if the participant's participation otherwise conforms to a higher level on the rubric.
F-LEVEL PARTICIPATION (16 Points) <ul style="list-style-type: none">• The participant was rude or abusive to other course participants. The participant consistently failed or refused to participate at all, even when specifically prompted or questioned, even if the participant's participation otherwise conforms to a higher level on the rubric.

STANDARD UNIVERSITY POLICIES:

INCOMPLETES

A grade of "I" is not automatically assigned, but rather must be requested by the student by submitting to the instructor the Petition for and Work to Remove an Incomplete Grade form. An "I" can never be used in lieu of an "F" nor can an "I" be assigned because of excessive absences, with the exception that the student will make up the work by repeating all or part of the class in some subsequent term. No "Incomplete" may exceed nine weeks from the date it is assigned. Failure to clear the incomplete within the specified time period will result in the assignment of a grade of "F" for the course.

AMERICANS WITH DISABILITIES ACT (ADA):

Troy University supports Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, which insure that postsecondary students with disabilities have equal access to all academic programs, physical access to all buildings, facilities and events, and are not discriminated against on the basis of disability. Eligible students, with appropriate documentation, will be provided equal opportunity to demonstrate their academic skills and potential through the provision of academic adaptations and reasonable accommodations. Further information, including appropriate contact information, can be found at the following link: <http://www.troy.edu/humanresources/ADAPolicy2003.htm>

Students who have or may be dealing with a disability or learning difficulty should speak with the Office of Student Services, 757-274-0511 as soon as possible in order to ensure eligibility under the ADA.

CELL PHONE AND OTHER ELECTRONIC DEVICE STATEMENT, AS SHOWN BELOW:

Use of any electronic device by students in the instructional environment is prohibited unless explicitly approved on a case-by-case basis by the instructor of record or by the Office of Disability Services in collaboration with the instructor. Cellular phones, pagers, and other communication devices may be used for emergencies, however, but sending or receiving non-emergency messages is forbidden by the University. Particularly, use of a communication device to violate the Troy University "Standards of Conduct" will result in appropriate disciplinary action (See the *Oracle*).

In order to receive emergency messages from the University or family members, the call receipt indicator on devices must be in the vibration mode or other unobtrusive mode of indication. Students receiving calls that they believe to be emergency calls must answer quietly without disturbing the teaching environment. If the call is an emergency, they must move unobtrusively and quietly from the instructional area and notify the instructor as soon as reasonably possible. Students who are expecting an emergency call should inform the instructor before the start of the instructional period.

STUDENT ORIENTATION AND COURSE PRE-REQUISITE SKILL REQUIREMENTS:

1. New students are required to complete an "in person" orientation with a site representative prior to enrolling. The "on-line" orientation session found at <http://ar.troy.edu/studentorientation/index.html> is the next step in the Troy University – Atlantic Region orientation process. It reinforces the discussions with the site representative and provides new students with all of the essential information to succeed in graduate education.
2. All students should ensure that they have developed certain pre-requisite skills prior to beginning courses. These skills include demonstrating writing proficiency in term papers, preparing PowerPoint slides for class presentations, using SPSS and Excel for statistical analysis, and conducting academic research through the Troy University library system. The links at the bottom of the Atlantic Region New Student Orientation page contain tutorials in each of these skills areas that will assist students in developing the skills required for graduate course work.

STANDARDS OF CONDUCT:

By their enrollment, students are responsible for following the "Standards of Conduct" as they apply in the Troy University Atlantic Region. Students may be disciplined up to and including suspension and expulsion for the commission of offenses as described on pages 22-23 of the 2008-2010 Graduate Catalog. As a reminder to graduate students, the "Standards of Conduct" regards dishonesty as an offense, which includes cheating and plagiarism. Students should carefully study the definitions of cheating and plagiarism:

1. Cheating includes:

a) Copying, or relying upon, another student's answers or submitting another student's work as one's own or submitting as new work assignments previously completed for another class, while completing any class assignment, study group assignment, or during in-class or take-home examinations.

b) Providing one's own answers to another student while completing any class assignment, study group assignment (except where approved by the instructor due to the nature of the assignment itself), or during in-class or take-home examinations.

c) Using notes, books, or any other unauthorized aids during an examination; or holding an unauthorized discussion of answers during in-class examinations.

2. Plagiarism is submitting a paper, other required student course requirement in which the language, ideas, or thoughts are identical to published or unpublished material from another source, including material found on the Internet, without correctly giving credit to that source. A good rule of thumb for correctly crediting a source is found in the citation below:

"Quotation marks should be used to indicate the exact words of another. Summarizing a passage or rearranging the order of a sentence and changing some of the words is paraphrasing. Each time a source is paraphrased a credit for the source needs to be included in the text. ... The key element of this principle is that an author does not present the work of another as if it were his or her own work. This can extend to ideas as well as written words." (*Publication Manual of the American Psychological Association*, 2001, p.349)

While computers and the Internet allow students to cut and paste work from other material, new software is making it easier for universities detect plagiarism. Instructors may screen electronic versions of student assignments using the detection software. To avoid the pitfalls of plagiarism, students are strongly encouraged to review information on it available through Troy University Writing Center resources (<http://troy.troy.edu/writingcenter/index.html>)

LIBRARY SERVICES INFORMATION

For online journals and eBooks go to <http://uclibrary.troy.edu>. Click on the **Databases** (Books and journals) link. At this point, you should use the pull down menu in the center to access online library resources. Once you select a database, you'll be asked to login with your TROY e-mail address and password.

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757-865-7880 (voice mail)
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The Troy University Atlantic Region Library is located at Herbert H. Bateman Memorial Library, 42 Ash Ave., Langley Air Force Base, VA 23665

Telephone: Circulation Desk: (757) 764-2906; DSN: (88) 574-2906

Hours: Monday - Thursday 10:00 a.m. to 8:00 p.m.; Friday - Sunday noon to 5:00 p.m.; Holidays Closed

Live Chat, an instant messaging service, for online assistance from the TROY Libraries, is available 24 hrs a day, 7 days a week. There is a link to that service on the Global Campus Library Services Web page, <http://uclibrary.troy.edu>.