Business Management 3230
Introduction to Operations Management: Improving Competitiveness in Organizations
Summer Session 2014

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<td>Tuesday/Thursday</td>
<td>3230-0010</td>
<td>10:55am-1:35pm</td>
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FACULTY

Instructor       Terry Klinker
Office           311 Fisher Hall
Office Hours     Scheduled office hours are first-come, first-served (no appointments)
                 Tuesday and Thursday 9:00a–10:30 and by appointment
Office Phone     (614) 688-4966
E-mail Address   klinker.1@osu.edu
Course Text      See page 4 of this syllabus. I strongly recommend Option “A” with the etext, as it is the least costly to the student.
Course Pack      Available through MyOMLab (again, page 4)
Software         Microsoft Office, including Word, Excel, and PowerPoint are helpful
Carmen           carmen.osu.edu

PROCEDURES

Persons taking Bus-MGT 3230 are either business majors or persons interested in operations management. I will treat each of our class sessions as business meetings. As the meeting leader, I am expected to post an agenda and state the expectations, or end state, for each meeting. You will find those expectations in the course schedule. As meeting attendees you are to be prepared for each meeting, to include reading all materials, bringing ideas and questions regarding the material, and completing all deliverables (case studies) prior to the beginning of each class. I expect you to be properly attired for class - my perception of you as a serious student will depend, in some part, on your appearance.

Cell phones and other distractions are not acceptable in business meetings. Turn cell phones off or place them on silent (not vibrate) and remove them from your desk. If you have a legitimate reason that any correspondence cannot be delayed during our classes (my wife is 8.99999 months pregnant and I’m waiting for the “go” call), let me know before class. Personal computers are not allowed during class unless you are told to bring them for a specific subject. My expectations parallel the professional attitude future employers will demand.

I have office hours listed above. Please note that office hours are the times I am sitting in my office waiting for students to visit – they are not the only times I am available to you! I am very happy to schedule hours that are more convenient you individuals or groups. If you would like to meet with me simply email or ask and I will make every effort to accommodate you.
**TEACHING PHILOSOPHY**

Everyone has the ability to learn . . . it is simply a matter of how. Some people learn from routine practicing. Some people learn from reading, memorizing, and understanding. Some people learn from observing and/or concentrated study. Still others learn from applications to real-world phenomena.

Everyone has the ability to learn . . . it is simply a matter of degree – a matter of how much and how fast. Some people can absorb vast amounts of knowledge in a short period of time. Still others learn in tiny leaps and bounds.

Everyone has the ability to learn . . . there is neither a right way nor a wrong way. As a provider of knowledge and facilitator of learning, my job is to help my students to learn in a manner satisfactory to their willingness and ability to learn.
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COURSE DESCRIPTION

What Is This Course About?

Suppose that OMEGA is in the business of manufacturing and selling brake pads. To be successful and survive, OMEGA has to develop strategies, make decisions, and solve problems to ensure the effective and efficient flow of quality materials, as well as the requisite knowledge that accompany these materials, through its supply chain. Its supply chain comprises (a) different, often multi-tiered, layers of organizations who supply OMEGA, (b) OMEGA itself, and (c) different, often multi-tiered, layers of organizations who deliver what OMEGA manufactures into the hands of the customer. The operations (and supply chain) function within OMEGA is responsible for the creation and delivery of brake pads to customers. This function typically accounts for 75% of any organization’s total investment, comprises 80% of its personnel, and controls at least 85% of its expenditures for materials and equipment. Its goal is RIGHT:

- To provide products and/or services with the right level of quality to the right customer in the right quantity, at the right place, right time, and right cost.

Business Management 3230 is designed to provide students with an understanding as to how effective operations and supply chain management contributes to the competitiveness and survival of an organization. Students will be introduced to concepts, principles, and techniques that can be leveraged to analyze, control, and improve critical processes responsible for efficiently making and delivering goods and services without losing sight of the goal of RIGHT.

These critical processes reside in manufacturing, as well as service, organizations; these critical processes are evident in for-profit, as well as non-profit, organizations. Students will be exposed to key operational and supply chain challenges having strategic and tactical implications, as well as various conceptual aids and quantitative techniques to cope with these challenges. While quantitative techniques are discussed, the focus is on using these techniques to help make informed decisions to overcome operational and supply chain challenges. The course explicitly recognizes that the operations (& supply chain) function is embedded within an organization that is, itself, embedded within supply chains and, therefore, adopts a “systems” perspective in presenting relevant issues, problems, and decision tools.

What Are the Course Objectives?

1. Identify how the operations (and supply chain) function contributes to the overall competitiveness of any organization.
2. Define the different components of the operations (and supply chain) function in different types of organizations – manufacturing or service; non-profit or for-profit; private or public.
3. Recognize problems and decisions facing processes and how these problems and resolution decisions relate to and affect other processes within the organization.
4. Apply various conceptual aids and quantitative techniques to improve processes by structuring, analyzing, and provide initial solutions to complex problems facing operations (and supply chain) managers.
REQUIRED COURSE MATERIALS & PURCHASE OPTIONS

1. TEXTBOOK with MyOMLab

**Purchase Option A: The Less Expensive Option – Direct from Pearson, the Publisher**

1. Go to [www.pearsonmylab.com](http://www.pearsonmylab.com) (or [www.pearsonmylabandmastering.com](http://www.pearsonmylabandmastering.com))
2. Click “Get Started” in the “For Students” block
3. Click “Register for your course” and become familiar with the information shown
4. When you are comfortable with the information provided, go back to the home page at [www.pearsonmylab.com](http://www.pearsonmylab.com) (or [www.pearsonmylabandmastering.com](http://www.pearsonmylabandmastering.com))
5. Click “Student” in the “Register” block
6. When asked for the Course ID, enter `klinker58586`
7. Sign in (if you already have an account) otherwise Create an account
8. Pay for access to:
   - MyOMLab Access only (total cost ~ $55.00) or
   - MyOMLab Access + e-Textbook (total cost ~ $100.00)

For those of you who pay for access to MyOMLab only, you will be given the option to purchase the textbook later, either as the e-Textbook (additional cost ~ $45.00) or as a three-ring loose-leaf binder (additional cost ~ $55.00). To do so,
   - Access MyOMLab
   - Click Course Home
   - Click Textbook Purchase Option

**Purchase Option B: The More Expensive Option – Through the OSU Bookstore**

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<td>1</td>
<td>MyOMLab Access + Hardbound Textbook</td>
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<td>2</td>
<td>MyOMLab Access + Binder Ring Textbook</td>
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<td>3</td>
<td>MyOMLab Access + e-Textbook</td>
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NOTE: Option B materials can also be purchased from the Pearson bookstore at www.mypearsonstore.com which offers free ground shipping and a 10% discount when students sign up for an account to become a member.

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2. PROFESSIONAL BOOK


**Purchase Options:**

- Through the OSU Bookstore ~ $15.00-$20.00
- Direct from Lean Enterprise Institute at www.lean.org ~ $50.00
- Amazon.com or any other online book sellers ~ $ Varies
COURSE LEARNING ENVIRONMENT

This section of Business Management 3230 is designed to “flip the classroom” to maximize active learning. Active learning engages students in the sharing of knowledge and the demonstration of acquired understanding of knowledge.

What Happens in the Classroom?

For this section of Business Management 3230, class time will not be used to deliver lectures about factual knowledge that can found in the textbook. Factual knowledge includes definitions, bulleted listings, principles, and other easily-understood facts that are already well covered in materials assigned to be read. You are required to have carefully read and acquired basic understanding of factual materials from assigned textbook (or other relevant) readings before coming to a class session. Class time will, instead, be devoted to learning through:

- Discussions of real-world events, thought-provoking questions, and video materials
- Analyses of business cases
- Demonstrations of technical or quantitative content
- Hands-on simulations

NOTE:
- Periodically, I will use in-class learning activities to provide opportunities to reward you with Course Participation points.

Must You Attend Class?

You will be treated like a responsible adult who knows best how to manage his or her competing priorities. As such, class attendance is mandatory for only SESSION 1 (i.e., the first class). Beyond SESSION 1, your attendance in class is strongly encouraged but not mandatory. I reserve the right to have unannounced graded quizzes in class. If you are not in attendance, or if you are late to class the day of the quiz, you will not be permitted to make up any such quiz.

NOTE:
- There is a historically strong correlation between class attendance and student performance on exams.
  - Students in prior years who miss more than 50% of class, in general, have received a letter grade that is no higher than a “C”.
- If you miss class without being excused, you are responsible for mastering materials presented in class from your peers (not from the professor).
  - Some in-class activities cannot be learned on your own.
- If you attended class but still need help or if you have an excused absence, you are welcome to stop by during office hours or set up an appointment.
COURSE LEARNING ENVIRONMENT

(Continued)

What Must You Do If You Want an “A” for This Course?

To do well in this course, you will need to be disciplined in completing the following steps for each in-class session.

| STEP 1 | Download (and print) the Chapter Reading Support File from the SUPPORT Files tab in MyOMLab
|        | • You need to download either the PowerPoint file or the Notes file for each assigned reading from the textbook . . . you do not need to download both unless you really want both |

| STEP 2 | Read the assigned materials and take notes on the file you downloaded in STEP 1
|        | • You need to finish STEP 2 before you go on to STEP 3 |

| STEP 3 | Post and answer questions about materials assigned for reading in the appropriate folder in the DISCUSSION BOARD in MyOMLab
|        | • If you answer a question posted by a classmate, you will be rewarded with Course Participation points |

| STEP 4 | Take the assigned quiz from the QUIZZES tab in MyOMLab
|        | • You have 30 minutes to complete a quiz once you begin
|        | • You are allowed to use all relevant materials |

| STEP 5 | Download (and print) the appropriate SESSION PowerPoint file and other files from the SUPPORT Files tab in MyOMLab
|        | • The SESSION PowerPoint file contains review questions that you should be able to answer to prepare for exams, as well as additional factual knowledge not from the assigned readings |

| STEP 6 | Come to class and actively engage in in-class discussions and activities |

| STEP 7 | After class, complete homework problems from the HOMEWORK & STUDY PLAN tab in MyOMLab
|        | • To master technical course content presented in class, you will be required to work through a few assigned problems for Homework points |

NOTE:

• You are advised to login to MyOMLab at least once in the morning and once in the evening to make sure that you do not miss any announcements that I post.
STUDENT EVALUATIONS

Your Final Course Grade will be computed based on the following evaluation categories and subject to the Academic Misconduct policy (see the OTHER RELEVANT POLICIES section):

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<th>Course Participation</th>
<th>Individual</th>
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<tr>
<td>2.</td>
<td>Quizzes</td>
<td>Individual</td>
<td>10 points</td>
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<td>3.</td>
<td>Homework Problems</td>
<td>Individual</td>
<td>10 points</td>
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<td>4.</td>
<td>Team-Based Homework Assignments (25% Total)</td>
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<td></td>
<td>Team-Based Homework Assignment 1</td>
<td>Team</td>
<td>10 points</td>
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<td></td>
<td>Team-Based Homework Assignment 2</td>
<td>Team</td>
<td>15 points</td>
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<td>5.</td>
<td>Exams (50% Total)</td>
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<tr>
<td></td>
<td>Mid-Term Exam</td>
<td>Individual</td>
<td>20 points</td>
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<tr>
<td></td>
<td>Comprehensive Final Exam</td>
<td>Individual</td>
<td>30 points</td>
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100 points

COURSE PARTICIPATION

Course Participation can take various expressions including:

- Answering questions in class when called upon
- Answering questions posted by classmates in the DISCUSSION Board in MyOMLab
- Sharing relevant insights from outside the assigned readings (e.g., “breaking news” on TV or in newsprint media) in class or in the DISCUSSION Board in MyOMLab, especially when these insights demonstrate course materials in real settings

Because there will be many students taking this course at the same time from me, you should work to help me associate your name to your face in a positive manner.

NOTE:

- If I know you because you have been frequently absent, you will not be maximizing your Course Participation points
- Likewise, if you attend class diligently but do not contribute to the in-class learning environment, you will receive, best-case scenario, only 50% of the points for Course Participation.
STUDENT EVALUATIONS
(Continued)

QUizzes

There are 11 quizzes that you need to complete in MyOMLab, with each quiz contributing equally to determining your Final Course Grade. Quizzes include a number of multiple-choice questions designed to gauge how well you have read assigned materials in preparing for class and to evaluate your understanding of the non-technical materials in the assigned readings.

You are given only one chance to complete each quiz. Once you begin a quiz, you have 30 minutes to complete the quiz. Quizzes have to be completed by noon of the due date; their due dates are not negotiable (see DETAILED SCHEDULE).

HOMEWORK PROBLEMS

For each technical topic involving computations, at least one problem has been assigned as homework for you to practice and submit for immediate grading via MyOMLab. Homework Problems are generally due by noon of the next class unless otherwise noted; their due dates are negotiable (see DETAILED SCHEDULE).

Although you are strongly encouraged to work on your own, you may work with members of your team or with others of your choosing to complete the Homework Problems.

TEAM-BASED HOMEWORK ASSIGNMENTS

You are required to work in teams of 4-5 members to complete two team-based homework assignments. Team-based homework assignments integrate materials across various chapters and topics and reinforce learning of both conceptual and technical materials are to be comp.

NOTE:

- You are not allowed to change teams between the first and the second team-based homework assignments but you can be dropped from a team because of non-participation or sub-par contributions
- You will be given the opportunity to evaluate contributions by your team members to each team-based homework assignment and vice versa (see the Peer Evaluation policy in the OTHER RELEVANT POLICIES section)

Team-based homework assignments are to be submitted as hard copies, one per team, by the due date (see DETAILED SCHEDULE).

Late team-based homework submissions will not be graded, with students on late submissions receiving 0 points accordingly.
EXAMS

Two exams – a Mid-Term Exam and a Comprehensive Final Exam – have been scheduled for this course. Both exams:

- Are “closed” in nature – that is, no access to textbook, notes, cheat sheets, friends, neighbors, etc., when working on the exams

  NOTE:
  - Relevant formulae and tables (e.g., Standard Normal Cumulative Probability) will be provided

- Have been scheduled for the date and time noted in the DETAILED SCHEDULE

  NOTE:
  - No make-up, late, or early exams will be given except for excused absences due to documented medical emergencies and university-sanctioned activities
    - All other absences (e.g., weddings, business trips, etc.) are considered unexcused absences
  - You are required to take both the Mid-Term and Final Exams in my section. Other sections may allow a **Flexibility in Grading** policy, granting students a way to avoid the midterm and simply take the final for 50% of their grade – I DO NOT. Historically it has not worked well for the students.
  - If you do not take an exam, either the Mid-Term or the Comprehensive Final Exam and have not been excused, you will receive 0 points for the missed exam.

- Cover conceptual and technical content from assigned readings and in-class activities

  NOTE:
  - Remember to bring a simple calculator and writing instruments since sharing of such tools will be strictly prohibited
  - Scientific calculators or calculators with the ability to save notes will not be allowed to be used
  - Devices that can transmit or receive data (e.g., iPhones, iPads, smart phones, etc.) will also be prohibited from being used . . . best to leave them at home
A. Academic Misconduct

Academic integrity is essential to maintaining a learning environment that fosters excellence in teaching, research, and other educational and scholarly activities. The Ohio State University and the Committee on Academic Misconduct expect that all students have read and understand the Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. “Academic Misconduct” occurs when there is an intentional failure by students to follow the rules and guidelines established in the Code of Student Conduct and those established specifically for this course.

In particular, any material submitted for course credit must be the work of an individual student for an individual-based assignment or the work of a team of students for a group-based assignment. Plagiarism is a serious offense. Students should not discuss, read, text message, e-mail, provide access to documents, or share the work, thoughts, ideas, or solutions regarding graded evaluation categories with other individuals or teams of students. When outside references are used, they must be properly referenced. Students are recommended to protect their own work from being copied or plagiarized by others, such as by collecting printed materials from the lab printers and disposing of rough drafts at home. Written assignments that are similar to current or past written assignments beyond statistical chance may result in the initiation of serious disciplinary action.

Please remember that when a student is suspected of having committed “Academic Misconduct” in this course, I am obligated to report my suspicions to the Committee on Academic Misconduct. Such suspicions will be investigated and when determined to be in violation of the Code of Student Conduct will result in sanctions ranging from failing the course (“E” grade) to suspension or dismissal from The Ohio State University.

I can sum up the entire Code of Student Conduct in one simple phrase: “Do not cheat and do not give the impression of cheating.” I have had the misfortune of submitting students for misconduct; I have never lost a case I submitted.
B.  **Peer Evaluations**

Each team-based homework assignment offers students the opportunity to evaluate the contributions of peers on the team. Evaluations, while subjective in nature, are expected to be conducted in an honest manner and to fairly reflect the efforts that peers have expended in completing the assigned work. For example, a student who chooses to “opt out” should be evaluated by other team members to indicate that he or she did not participate in completing the team-based homework assignment.

**How Will You Provide Peer Evaluations?**

Peer Evaluation forms can be downloaded from the SUPPORT Files tab in MyOMLab. Peer Evaluation forms must be turned in to me in person and no later than one week after the due date has passed for a team-based homework assignment.

**What If a Student Does Not Provide Evaluations of His or Her Team Members?**

Peer evaluations are a required part of your group assignments. Should you not submit a peer evaluation you will lose 10% of the points earned by your group. Also, if you choose to not evaluate your team members for one or both team-based homework assignments, you are, by default, signaling that all members contributed equally.

**How Will Peer Evaluations Be Used?**

Peer evaluations become inputs into the grade that a student receives for the submission of a team-based homework assignment. Generally:

- A student whose peers consistently evaluate as having made significant contributions will receive a grade equivalent to that given to the team-based homework assignment
- A student whose peers consistently evaluate as having made marginal contributions will receive a grade lower than that given to the team-based homework assignment by 25%
- A student whose peers consistently evaluate as having made subpar contributions will receive a grade lower than that given to the team-based homework assignment by 50%

C.  **Disability Accommodation**

Students with a disability should arrange an appointment to meet with me as soon as possible so that we can discuss the course format and explore potential accommodations. Please remember that I will be relying on the Office for Disability Services for assistance in verifying need and developing accommodation strategies. The verification process should begin as soon as possible.