Webster UNIVERSITY

The School of Business & Technology

Course Syllabus

Course	**BUSN 6110 59 Operations and Project Management**
Term	FAII, 2009 - Ft. Sam Houston, TX
Instructor	Name: Paul Easley Phone: 210-522-3077 Email: pauleasley60@webster.edu
Catalog Description	This is a course that focuses on the major managerial issues in manufacturing management and the tools that can be used to manage them. Special attention will be given to project management, including PERT, critical path scheduling, and time-cost models, in operations management and other business settings. The major operations management issues are quality management and control, capacity management, plant location, layout and design, production planning and scheduling, supply chain management, and inventory management. The analytical tools covered include queuing theory, statistical quality control, linear programming, and learning curves. Where appropriate, the use of operations management techniques in service and distribution organizations will be demonstrated.
Prerequisites	BUSN 5760 Applied Statistics

Course Level Learning Outcomes

Outcome	Expectation
1. Students understand the role of OM in the firm and how the OM function must be integrated with other functions to ensure organizational success.	Students can describe the appropriate relationship between the goals of other functional areas (i.e. marketing) and analyze operational level conflicts between the goals of functional areas and recommend a constructive response.
2. Students can utilize PERT analysis to plan, manage, and evaluate a large project.	Students can develop a PERT diagram, calculate the critical path, decide whether or not an activity should be crashed, and estimate the probability that the project will be completed on time.
3. Students understand new product development processes.	Students can read the description of a new product development process and determine if it is up-to-date. If it is not up-to-date the student can recommend changes that will bring it up to date.
4. Students know both the SQC and non-SQC approaches to the management of	Students can develop an SQC chart and use it to evaluate the quality performance of an ongoing production process. The student can also describe how to use QFD, VA, vendor analysis and Value

	quality.	Engineering in the managing of quality.
	5. Students understand both the strategic and plant level capacity planning issues.	Students can discuss the major determinants of long term production capacity. The students can also determine bottlenecks in the process and make recommendations for dealing with the bottlenecks. This will include determining if the capacity expansion of the bottleneck makes good profitability sense.
	6. Students understand the major determinants of facility location decisions and will know how to use factor rating models to assist in the decision.	Students can discuss the facility location decision process to include the major variables. The student will, given the necessary information, also be able to use factor rating to assist in the location decision.
	7. Students understand the basic issues involved in facility layout with an emphasis on assembly line-type manufacturing.	Student can balance as assembly line to meet the expected production volume will be able to determine the maximum output of the assembly line. Students can also explain the impact of cycle time on production capacity.
	8. Students understand the basic issues involved in inventory management to include MRP.	Student can determine the general nature of the inventory management task once the basic competitive posture of the firm has been determined. Students can also use EOQ calculations to assist in the inventory decisions.
	9. Students understand the general process of production planning to include aggregate planning and plant scheduling.	Students can describe the production planning process from the initial sales estimate to the plant floor. Student can also apply Johnson's rule in scheduling the n-job on two machines problem.

Materials

Title: Operations and Supply Management with Student DVD Rom, 12th edition.
Authors: Jacobs, F. Robert; Chase, Richard B.;
Publisher: Irwin/McGraw-Hill
ISBN: 0077228936 / 9780077228934

Grading

Exam 1	30%
Exam 2	30%
Term Paper	30%
Class Participation	10%

The GRADUATE catalog provides these guidelines and grading options:

- **A/A–** Superior graduate work

	• **B+/B/B–** Satisfactory graduate work • **C** Work that is barely adequate as graduate-level performance • **CR** Work that is performed as satisfactory graduate work (B– or better). A grade of "CR"is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses. • **F** Work that is unsatisfactory • **I** Incomplete work • **ZF** An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal. • **IP** In progress • **NR** Not reported • **W** Withdrawn from the course

Activities	Normal class activities will be a combination of lecture, discussion, cases, and problems. There may also be unannounced quizzes and homework.
Policy Statements: University Policies	University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest: **Academic Honesty** The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it. **Drops and Withdrawals** Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund. **Special Services** If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided. **Disturbances** Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course. **Student Assignments Retained** From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project. **Contact Hours for this Course** It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.

Course Policies	This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.	
Weekly Schedule	Week 1	Topics: • Overview of Operations Management • Principles of Operations Management • Chapter 1 and Instructor's notes *Assignment for Week 2:* Read Chapter 2 and 3.
	Week 2	Topics: • Operations Strategy and Competitiveness • Project Management • Chapters 2 and 3 and Instructor's notes *Assignment for Week 3:* • Term Paper Topic due. • Read Chapters 5 and 7
	Week 3	Topics: • Strategic Capacity Management • Learning Curves • Line Balancing • Facility Layout. • Chapters 5 and 7 and Instructor's notes. *Assignment for Week 4:* Read Chapters 8 and 9
	Week 4	Topics: • Waiting Line Theory • Quality Management • Review for Midterm • Chapter 8 and 9 and Instructor's notes. *Assignment for Week 5:* Prepare for Exam. Read Chapter 10.
	Week 5	Topics: • Midterm Examination • Supply Chain Strategy • Chapter 10 and Instructor's notes. *Assignment for Week 6:* Read Chapters 17 and 18.
	Week 6	Topics: • Test Review • Inventory Control • Material Requirements Planning • Chapters 17 and 18 and Instructor's notes. *Assignment for Week 7:*

		Read Chapters 11 and 12.
	Week 7	Topics: • Logistics and Facility Location • Lean Manufacturing • Chapters 11 and 12 and Instructor's notes *Assignment for Week 8:* • Read Chapter 15.
	Week 8	Topics: • Forecasting and Demand Management • Final Examination Review • Chapters 15 and Instructor's notes. *Assignment for Week 9:* Prepare for Final Exam.
	Week 9	Topics: • Current Issues in Operations Management • Final Examination
Additional Information	None	