

Course	BUSN 6110/71 Operations and Project Management	
Term	Spring 2, 2008	
Instructor	Name: Dr. Gregory R. Howes, MBA, DM, PMP Phone: 321-480-9509 Email: gregoryhowes38@webster.edu Office Hours: 30 minutes After Class	
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	Chase, Richard B., F. Robert Jacobs, and Nicholas J. Aquilano, <i>Operations Management for Competitive Advantage, 11th Ed.</i> , McGraw-Hill/Irwin; ISBN 13: 9780073121666.	

Grading	<table border="1"> <thead> <tr> <th>COURSE REQUIREMENTS:</th> <th>% OF GRADE</th> </tr> </thead> <tbody> <tr> <td>a. Term Paper</td> <td>25%</td> </tr> <tr> <td>b. Executive Summary</td> <td>1%</td> </tr> <tr> <td>c. Homework Assignments</td> <td>14%</td> </tr> <tr> <td>d. Examination 1</td> <td>25%</td> </tr> <tr> <td>e. Examination 2</td> <td>25%</td> </tr> <tr> <td>f. Quality of Class Participation</td> <td>10%</td> </tr> </tbody> </table>	COURSE REQUIREMENTS:	% OF GRADE	a. Term Paper	25%	b. Executive Summary	1%	c. Homework Assignments	14%	d. Examination 1	25%	e. Examination 2	25%	f. Quality of Class Participation	10%		
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Activities	<ul style="list-style-type: none"> • The Beer Game • Weekly Class Exercises • Weekly Lectures • Solving of Homework Problems • Class Discussions • Mid-Term and Final Exam 																
Policy Statements: University Policies	<p>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:</p> <p>Academic Honesty</p> <p>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.</p>																

	<p>Drops and Withdrawals</p> <p>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.</p> <p>Special Services</p> <p>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.</p> <p>Disturbances</p> <p>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.</p> <p>Student Assignments Retained</p> <p>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.</p> <p>Contact Hours for this Course</p> <p>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.</p>
<p>Course Policies</p>	<p>This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.</p> <p>Class meetings are to be treated as important business appointments. Because so much of the value of this course comes from class discussion, attendance is required. There are, of course, excusable absences. However, they will always be for reasons that are beyond your ability to control. Please talk to me about any absences.</p>

Weekly Schedule	Week 1	<p>PREPARATION FOR CLASS: Read Chapters 1, 2 and Supplements A & B. Prepare a One-Page Analysis of the Cases on Pages 21 (Fast Food Feast) and 47 (Lasik Vision Corp.), and Answer the Questions at the End.</p> <p>DISCUSSION TOPICS: Review Syllabus Introduction to OM. Review Term Paper Requirements. Review Operations Management.</p>
	Week 2	<p>PREPARATION FOR CLASS: Read Chapter 3 Work the Case on Page 103 (Campus Wedding A).</p> <p>DISCUSSION TOPICS: Project Management.</p>
	Week 3	<p>PREPARATION FOR CLASS: Read chapters 4, 5, 6, and 7 Tech Notes 5 and 6. Work Problem 1 on Page 174, Problem 2 on Page 175, the Case on Page 206 (Jeans Therapy), Problem 5 on Page 222, and Problem 1 on Page 284.</p> <p>DISCUSSION TOPICS: Processes and Job Analysis. Process Selection & Design</p>
	Week 4	<p>PREPARATION FOR CLASS: Read Chapter 8, Tech Notes 2, 4, 7, and 8. Work Problems 1 & 2 on page 313, Problems 1 & 2 on page 146, Problem 12 on Page 369, and the Case on page 344 (Hey, Is Anybody in There?).</p> <p>DISCUSSION TOPICS: Quantitative Analysis.</p>
	Week 5	<p>PREPARATION FOR CLASS: Prepare for Examination One – Review the Homework, Assigned Readings, Class Notes, and Presentations. Prepare the Executive Summary of Your Research Project.</p> <p>DISCUSSION TOPICS: Examination One – In Class. Executive Presentations of Research Projects</p>
	Week 6	<p>PREPARATION FOR CLASS: Read Chapters 9, 13, 14, and 15. Work the Case on page 393, problem 1 on page 549 & Problem 2 on Page 550, Problem 7 on Page 582, and Problem 2 on Page 619.</p> <p>DISCUSSION TOPICS: Operations Planning</p>

	<p>Week 7</p>	<p>PREPARATION FOR CLASS: Read Chapter 10, 11, 12 and Tech. Note 11. Work Problem 1 & 2 on Page 424, Questions 1-4 on Page 445, the Case on Page 446 (Shouldice Hospital), and the Case on Page 491 (Toyota, Ford, GM, and Volkswagen).</p> <p>DISCUSSION TOPICS: Supply Chain Management. The Beer Game</p>
	<p>Week 8</p>	<p>PREPARATION FOR CLASS: Read Chapters 16, 17, and 18. Work Problem 1 on Page 655, Problem 1 on Page 684, and Problems 1 on Page 745.</p> <p>DISCUSSION TOPICS: Class Presentations of Research Project.</p>
	<p>Week 9</p>	<p>PREPARATION FOR CLASS: Prepare Research Project Report for Turn-in and Prepare for Examination Two.</p> <p>DISCUSSION TOPICS: Examination Two – In Class.</p>
<p>Additional Information</p>	<p>A formal paper is required, which will use secondary (literature) research, and the development of an actionable proposal related to the student’s principal work area. Students should use the term paper guidelines on the Webster Space Coast home page under student services. The term paper will be graded using the Guidelines for grading a paper on the home page. The student will select one appropriate dimension, and building on appropriate research fully supported by the relevant literature, develop an actionable plan for improving work group performance regarding that dimension. The paper shall use at least one of the topics studied in the course. The paper will indicate references using the APA style. The term paper guideline demonstrates common type references. If you have a reference type not covered in the term paper guidelines, the student should refer to the APA home page for assistance.</p> <p>References must be from refereed journals similar to those found in Webster’s Passport electronic library. References from newspapers and periodical magazines written for the general public are unacceptable for graduate research work.</p> <p>The final student paper is due in Week 9.</p> <p>Each student will also prepare an Executive Presentation for oral delivery to the class in Week 5.</p>	

PURCHASING TEXTBOOKS – Most textbooks can be purchased through **MBS Direct**. Check the syllabus for textbook information. Give MBS Direct the campus location (for the purpose of ordering books, the campus is **Space Coast Campus**, course name, number, and section number (i.e., Space Coast Campus, BUSN 6110/NC) and most importantly, the **title, author, edition, and**

ISBN of the book you are ordering. MBS Direct will buy back your book at the end of the term, should you elect not to retain it as a reference book. Order by phone or online. Orders should be placed no earlier than four (4) weeks prior to the start of the term.

MBS Direct: 1-800-325-3252

The MBS Direct Website is: www.mbsdirect.net/webster

Monday - Thursday: 7AM-10PM (Central Time)

Friday: 7AM - 6PM

Saturday: 8AM – 5PM

Sunday: 12 Noon – 4PM

In order to meet the course objectives, this syllabus may be modified at the discretion of the instructor, without approval of the students.

Original Approved By:

Dr. Calvin D. Fowler, Space Coast Region Academic Dean, January 9, 2008

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