**BUS 441**

**Production & Operations Management**

**Instructor Information:**

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**Catalog Description:**

The application of management procedures and techniques to the analysis, operation and control of production methods and procedures

**Course Objectives**  
After completing the course, the student will be able to:

* Define management and describe environment factors that impact the management process
* Describe essential management “types”, “roles”, and “skills”
* Explain how organizational goals are attained through the management functions of planning, organizing, leading, and controlling

**Required Text:**

Hill, A. & Hill, T. (2018). *Essential operations management* (2nd ed.). London, England, Palgrave/Macmillan. ISBN: 978-1-137-52656-4

**Supplemental Materials:**

Akao, Y. (Ed.). (2005). *Quality function deployment: Integrating customer requirements into product design*. Cambridge, MA: Productivity Press.

Chiarini, A. & Vagnoni, E. (2015). World-class manufacturing by Fiat: Comparison with Toyota Production System from a strategic management, management accounting, operations management, and performance measurement dimension. *International Journal of Production Research, 53*(2), 590-606.

Dougherty, D. & Murthy, A. (2009). What service customers really want. *Harvard Business Review*, 87(9), 22.

Kang, N., Zhao, C., Li, J., & Horst, J. A. (2016). A hierarchical structure of key performance indicators for operation management and continuous improvement in production systems*. International Journal of Production Research, 54*(21), 6333-6350.

Lee, H. & Zhang, H. (2017). Special issue of production and operations management: Innovations and sustainability. *Production & Operations Management 26*(7), 1416-14-16.

Mentzer, J. T., Stank, T. P., & Esper, T. L. (2008). Supply chain management and its relationship to logistics, marketing, production, and operations management. *Journal of Business Logistics, 29*(1), 31-46.

Meredith, J. & Shaffer, A. (2012). *Operations management for MBAs* (5th ed.). New York, NY: Wiley & Sons.

Schoenherr, T. & Narasimhan, R. (2012). The fit between capabilities and priorities and its impact on performance improvement: Revisiting and extending the theory of production competence. *International Journal of Production Research, 50*(14), 3755, 3775.

Secchi, R. & Camuffo, Arnaldo (2016). Rolling our lean production systems: A knowledge-based perspective. *International Journal of Operations & Production Management, 36*(1), 61-85.

**Canvas:**

You must have regular access to a computer and an Internet connection to participate in this course. All coursework is conducted online, and no in-person meetings will be held.

Canvas is the learning management system at Reinhardt.  If you need more information about how Canvas works you can review the training manual on-line.  The link is just below the link to Canvas.

Here are directions for logging into the Canvas:

Open a browser and go to:  https://reinhardtuniversity.instructure.com/login/ldap

**Class Participation and Performance:**

**Reading Policy:**

Your reading and understanding of the subject matter are major components of this course.  Make sure to read all chapters, complete the reviews, and click submit. Neglecting to read chapters will result in failing assignment grades and hurt your overall grade.

**Assignments:**

**Threaded Discussions:**

In a traditional classroom, each student would be expected to attend class regularly and interact with the professor and with the other students. The online classroom is no different. The discussion forum allows you to reflect on each week’s material individually, but more importantly, it also allows you to discuss the material with one another and learn as a community. Each week’s discussion forum will have a topic that will either require you to respond to reading or critically engage with an issue.

**Guidelines for Threaded Discussion Forum:**

* Your initial response to the topic will be posted no later than Wednesday at 11:55 PM.
* You will provide two (2) thorough responses to classmates’ posts by Sunday at 11:55 PM.

All responses should be thorough and expound on the concepts of the topic.  Do your research and included references in APA format.  Remember, this is a learning environment so ensure that you are adding knowledge and value to the topic.

**Written Assignments:**

Each weekly written assignment will be a model of application of the concepts.  Your essay should be neat, well-written, and clear.  Use heading to separate the sections.  Each essay should be 3-5 pages and written in APA format.  Research should be included in the essay.

**Operations Analysis Portfolio:**

During the first week of the course, you will identify a manufacturing company, which you will use to complete your analysis of operations throughout the assignments.  Each assignment will encompass a specific topic of production and operations.  This portfolio will be maturational, meaning your will add to the sections.

Each assignment will be submitted separately, based on the required topic.  At the end of the course, you will combine all of the sections and submit for your final portfolio.

**Netiquette:**

You are expected to discuss and collaborate on the topic.  Any abuse of the format, including degrading, bullying, sexual harassment, and/or any inappropriate comments will not be tolerated.  Disagreeing with another student is acceptable.  However, support your argument and do it in a civil manner.

Netiquette is a set of rules for how to communicate effectively and politely online.

Effective written communications are an important part of online learning. In a face-to-face class, body language along with verbal responses and questions help students and the instructor communicate with each other. In an online environment, however, misunderstandings can easily occur when basic rules of Netiquette (online etiquette) are not followed, such as using texting abbreviations or USING ALL CAPITAL LETTERS IN WRITTEN COMMUNICATIONS. Therefore, please use the following guidelines when communicating in this course:

* Using ALL capital letters in online communication indicates you are yelling. Limited use of capitalized words is acceptable when the emphasis is needed. Underscoring and italics can also be used for emphasis.
* Use a descriptive subject line in emails and forum postings.
* Include your name in all emails; we can’t always tell who you are based on your email address.
* No derogatory comments, ranting or vulgar language is acceptable in any form of communication in the course. Respect for others and their views is expected.

Please keep in mind that something considered offensive may be unintentional. If you are concerned about something that appears to be unacceptable, please inform the instructor via email.

**Late Submissions:** Time management is a misnomer since you can’t manage or control it.  Effective management is about managing yourself.  Therefore, deadlines are scheduled for a reason: to give you an eclectic outlook for planning and for the instructor.  Submit your work by the due date and no late work will be accepted without special circumstances.

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| **Week** | **Topic** | **Assignments** |
| **1** | **Managing Operations**  **Operations Strategy** | Read Chapters 1& 2  Discussion Forum  Written Assignment #1  Operations Analysis Portfolio (Company Approval) |
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| **2** | **Designing Services and Products**  **Delivering Services** | Read Chapters 3 & 4  Discussion Forum  Written Assignment #2 |
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| **3** | **Making Products**  **Location and Layout** | Read Chapters 5 & 6  Discussion Forum  Written Assignment #3  Operations Analysis Portfolio (Phase 1) |
|  | | |
| **4** | **Managing Capacity**  **Scheduling & Executing Operations** | Read Chapters 7 & 8  Discussion Forum  Assignment #4 |
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| **5** | **Managing Inventory**  **Managing Quality** | Read Chapters 9 & 10  Discussion Forum  Written Assignment #5  Operations Analysis Portfolio (Phase 2) |
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| **6** | **Managing the Supply Chain** | Read Chapter 11  Discussion Forum  Written Assignment #6 |
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| **7** | **Improving Operations** | Read Chapter 12  Discussion Forum  Written Assignment #7  Operations Analysis Portfolio (Final) |
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**Threaded Discussions:**

The due date and time for all initial responses is listed above.  Ten percent (10%) will be deducted for each day the initial response is late, up to 40%.  No credit will be given for any discussion post past Sunday.

**Written Assignments:**

No late assignment will be accepted without prior approval.  If you are an athlete, it will be your responsibility to ensure that you have submitted your work by the due date and time listed above.  Plan ahead and submit as scheduled.  Special circumstances will arise and will be considered on a case-by-case basis.

**Class Schedule:**

**Instructional Methods:**

* 1. Threaded discussions in Canvas
  2. Required textbook reading
  3. Use of Canvas for collecting assignments and distributing class materials.

**Grading and Evaluation Criteria:**

1. This class assumes the student is working in a business environment.
2. Considerable attention (and grading premium) will be given to following directions (both written and in class).
3. All assignments will be graded based upon the appropriateness of their presentation as well as on their content.
4. Corrections or appeals should be made within **two-weeks** of receiving your final grade.
5. **Grades:**  If you would like to discuss your grades, you may schedule a meeting outside of class.  I don’t discuss your grades in class because there isn’t time and there are privacy policies that protect your rights (so others aren’t aware of your grades).
6. **Grading:**  If you feel that you have received an “unfair” grade for an assignment you can opt to have the College Dean or any other faculty member he/she might assign to the project to grade the assignment and you will receive the grade that they feel is earned for the assignment.  However, if this grade is lower than the previously assigned grade by the instructor you will receive the final grade offered by the College Dean, so make sure you feel you have grounds for appeal.  Please speak directly with the instructor in an “out of class” meeting concerning your grades.
7. **Academic Honesty:**  Please see the section of the general catalog which describes the college policy on academic honesty. The policy provides descriptions of what violates the policy and of what penalties may be imposed for violations.  Failing grades will be assigned for any work which does not meet the standards of academic honesty.  **Any violation of academic honesty can result in a failing grade in a course.** It is very easy to copy/share your files.  However, if you don't complete the work you won't learn from it & your exam grade will reflect this failure on your part.  If I detect or observe sharing of work, you will receive an F.
8. **Attendance:**  Each student will be responsible for a variety of assignments that will include oral presentations.  If you fail to attend those class periods, you will receive an F for those projects.

**Grade Scale**

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| **Assignment Types** | |
| Threaded Discussion Topics (6 @ 25 Pts Each)  Written Assignments (7 @ 100 Pts Each)  Operations Analysis Portfolio (4 @ 100 Pts Each)  Operations Analysis Portfolio (Final) | 150   Points  700   Points  400   Points  100   Points |
| **Total** | **1350   Points** |

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| **Grading Scale** | |
| **Percentage of Points Earned** | **Corresponding Letter Grade** |
| 90 to 100% | A |
| 80 to 89% | B |
| 70 to 79% | C |
| 60 to 69% | D |
| 0 to 58% | F |

**Attendance**

You are required to participate weekly in the discussions.  Attendance will be measured based on your online activity throughout the course.

**Additional Support for the Course:**

**ASO Students**:  Please notify me on the first day of class (after class—this is something we don’t’ need to discuss w/the entire class) that you are an ASO student and if you need a note taker or need additional time testing, so we can prepare for the assistance in advance.  If you fail to notify me in advance, I cannot help you with alternate testing schedule, etc. (meaning, when I pass out the test—don’t ask for help then!)  Students with disabilities needing accommodations must contact Academic Support Office prior to contacting me during office hours.

**Office 365**: Through your technology fee at Reinhardt, you receive Office 365, which gives you access to Office 2013 for up to 5 devices.  You can also download Office 2013 on a computer for just the time you are working on that machine (Office on Demand).  Therefore, there are never any excuses for you to not do your assigned homework outside of class.  Office 365 will be available to you as long as you are a Reinhardt student this academic year.  Through Office 365, you can view your Reinhardt email, save documents to OneDrive (cloud-based server), so you can access your files anywhere, & manage your calendar.  Connect is a web-based program and can be completed anywhere WIFI is accessible.  However, as a management student, the number one rule is to manage yourself.  Therefore, create contingencies and have a plan for travel and/or outages.  Expect the best but prepare for the worst.