

# BM 3230H: INTRODUCTION TO OPERATIONS MANAGEMENT – AUTUMN 2018

## I. FACULTY

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## II. TEACHING PHILOSOPHY

“Everyone gets the experience. Some get the lessons.” - *T.S. Elliot*

## III. COURSE DESCRIPTION

Business Management 3230H provides students with a broad understanding of how operations and supply chain management practices contribute to the performance and competitive advantages of manufacturing, service, and non-profit organizations. Students will explore and practice selected concepts, methods, and tools to address operational challenges with a systems perspective.

The honors section is designed to complement other honors classes with additional emphasis on operational leadership with a strategic perspective and problem-solving skills with a practical perspective.

## IV. COURSE OBJECTIVES

1. Explain how operations and supply chain practices contribute to the overall competitiveness of organizations and value chains.
2. Recognize and evaluate operational challenges and opportunities from a holistic perspective.
3. Apply various concepts, methods, and tools by identifying, structuring, and solving operational problems in case-based settings.
4. Further develop strategic thinking, critical problem solving, and effective communication skills necessary for effective operational leadership.
5. Generate questions and curiosity to encourage the practice and exploration of course content in the future.

## V. REQUIRED COURSE MATERIALS, ACTIVATION INSTRUCTIONS, AND PURCHASE OPTIONS

This course uses MyOMLab learning platform and Learning Catalytics. Access to MyOMLab and Learning Catalytics is required for each student beginning the first week of class.

**MyOMLab (KRM) with eText**

**Krajewski, L. J., M. K. Malhotra, and L. P. Ritzman. 2019. Operations Management: Processes and Supply Chains. 12<sup>th</sup> Edition. Upper Saddle River, NJ: Prentice Hall.**

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**Purchase MyOMLab Access with eText 12e** (includes Learning Catalytics Access), ISBN 9780134742366:

- directly from Pearson (Publisher) through Canvas
- the OSU Bookstore

### **Activate the course**

Either purchase option requires activation through Canvas. Log on to Canvas and click the *MyLab* and *Mastering* menu option and follow the instructions. Be prepared to supply your OSU ID number. **Your last name and first name on MyOMLab must match exactly to your last name and first name on CANVAS.**

## **VI. COURSE LEARNING ENVIRONMENT & GRADING**

Business Management 3230H is designed to enable student engagement and achievement of learning outcomes through active learning. Learning Catalytics will be employed in class **Wi-Fi enabled mobile technology is required**. While smartphones will work, laptops or tablets are recommended.

Each week, students can expect a weekly cadence of activity:

1. Read assigned text before class on Tuesday
2. Attend and participate in class discussions and exercises on Tuesday and Thursday
3. Complete assigned homework, quizzes, and/or simulations by Friday at 11:59 pm
4. Work outside of class on teams (your schedule)

### **Independent Study on Canvas/MyOMLab**

I expect that you have read and acquired basic understanding of concepts, tools, and methods from the assigned textbook before class, and you have completed assigned homework, quizzes, and simulations. MyOMLab assignments are due each Friday by 11:59PM EST. See detailed schedule for specific assignments each week. Note that non-attempted assignments are **NOT** accessible for review after the due date.

Thirty percent of your course grade is based on your independent completion of the following:

#### **Homework (10 points)**

Homework problems allow you to apply methods and tools. You are given five attempts to master the assigned homework problems in MyOMLab. Your 10 best homework scores will be counted as your HW grade.

#### **Quizzes (10 points)**

There are weekly scheduled MyOMLab Quizzes. MyOMLab Quizzes include multiple-choice questions designed to gauge how well you understand assigned materials. You are given only one chance to complete each quiz and have to be completed within 30 minutes. Your 10 best quiz scores will be counted as your quiz grade.

**Simulations (10 points)**

This course includes five simulation exercises giving students the opportunity to experience challenges and make decisions similar to those facing operations managers. You will have unlimited attempts at each simulation and your best score is your grade.

**Class & Teamwork**

The remaining seventy percent of your grade is for class and team assignments where students will apply and explore course material, building on preparation from the eText and MyOMLab. Students will work in teams of 5 on the following:

**Team Project (50 points - Pending OSU Approval)**

As you can see from the points allocated to team projects, this assignment will be a priority for this course. Teams will complete a research project addressing a current challenge facing The Ohio State University. Students will be tasked with defining, documenting, and presenting proposed solutions while leveraging their Operations Management course material and with support from experienced consulting professionals. While each team will manage their own project, Accenture Consulting professionals will support teams with tools, workshops, and mentoring as if they were part of an Accenture Consulting team. Teams will present their findings to the client at the end of the semester and receive feedback. Projects will be evaluated based upon client satisfaction, team engagement, and application of course content. (Additional project detail will be provided during the first week of class.)

**Team Passport (20 points)**

Teams will independently explore selected course topics by finding and analyzing case examples outside of class. Teams will address assigned questions and are encouraged to discover additional insights as appropriate. Scheduled in advance, each team will select one case to prepare and lead in-class discussions and/or exercises based on their experience-based case study. Evaluations are based on application of course content, insights and recommendations, and class engagement during their case study. Please note that student feedback will be used in grading of this assignment. (See Detailed Schedule for due dates and Supplemental Slides for additional information.)

**VII. OTHER RELEVANT POLICIES**

**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.

#### **B. 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.

# DETAILED SCHEDULE (TENATIVE)

Week	Tuesday Class	Thursday Class	Friday Assignment
1	8/21 – Course / Project Introduction	8/23 – Op Ex Problem Solving	
2	8/28 – Using Operations to Compete	8/30 – Passport #0: Using Operations to Compete	8/31 - Quiz: Using Operations to Create Value (KRM 1, p1-22); HW: Productivity Calculations (KRM 1)
3	<b>9/4 – No Class – Double Honors Cohort Class</b>	<b>9/6 – Double Class – Team Project Research</b>	
4	9/11 – Process Strategy & Analysis	9/13 – Passport #1: Process Strategy & Analysis	9/14 - Quiz: Process Strategy and Analysis (KRM-2, p.49-94); HW: Break-even Analysis (KRM A)
5	9/18 – Project Research Review	9/20 – Quality & Performance	9/21 - Sim: Quality Management; Quiz: Quality and Performance (KRM 3, p.95-134)
6	9/25 – Statistical Process Control	<b>9/28 – Friday – Accenture Design Thinking Workshop</b>	9/29 - Quiz: SPC; HW: Data Analysis Tools (KRM 2)
7	10/2 – Passport #2: Quality & Performance	10/4 – Capacity Management	10/5 - Quiz: Capacity Planning (KRM 4, p135-145); HW: SPC (KRM 3)
8	10/9 – Constraint Management	<b>10/11 - No Class – Fall Break</b>	10/12 - Quiz: Constraint Management (KRM 5, p177-187) HW: Capacity Planning (KRM 4)
9	10/16 – Passport #3: Capacity & Constraints	10/18 – Lean Systems	10/19 Quiz: Lean Systems (KRM 6, p207-217 & p219-223); HW: Constraint Management (KRM 5)
10	10/23 – Passport #4: Lean Systems	10/25 – Project Management	10/26 - Sim: PM; Quiz: PM (KRM 7. p.49-77); HW: VSM (KRM 6)
11	10/30 – Project Management	11/1 – Forecasting	11/2 - Quiz: Forecasting; SIM: Forecasting; HW: PM (KRM 7)
12	11/6 – Inventory Management	11/8 - Passport #5: Inventory Management	11/9 - Sim: Inventory; Quiz: Inventory (KRM 9, p317-341); HW: Forecasting
13	<b>11/13 – Double Class – Project Presentations</b>	<b>11/15 – No Class – Double Honors Cohort Class</b>	11/16 - HW: Inventory (KRM 9)
14	11/20 – Project debrief – Client Feedback	<b>11/22 - No Class - Thanksgiving</b>	
15	11/27 – Supply Chain	11/29 – Passport #6: Supply Chain	11/30 - Sim: Supply Chain; Quiz: Supply Chain (KRM 12, p483-501); HW: SC Performance and Sourcing (KRM 12)
16	12/4 – Leadership in Operations	<b>Note these dates; they are exceptions to the normal cadence</b>	