THE OHIO STATE UNIVERSITY

Instructors:

Name:	Mi Kyong Newsom	Steve Lundregan	Erin McKie	Jurriaan de Jong
Email:	newsom.25@osu.edu	lundregan.5@osu.edu	mckie.5@osu.edu	de-jong.5@osu.edu
Office location:	FH 624	FH 648	FH 656	FH 340
Office hours:	W 2:00-3:00 EST	W 3:30-4:30p EST	M 11:30a-12:30p EST	M 2:00p-3:00p EST
Lecture:	W 6:45p-8:05pEST	W 5:05p-6:25p EST	M 1:50p-3:10p EST	M 3:25p-4:45p EST

Recitation Meeting Schedule:

Class Number	Time	Instructor	Classsroom
LEC 4599	M 1:50p-3:10p	Erin McKie	Zoom
REC 4600	R 8a-9:20a	Erin McKie	Zoom
REC 4601	R 9:35a-10:55a	Erin McKie	Zoom
REC 4602	R 11:10a-12:30p	Erin McKie	Zoom
REC 4603	R 3:55p-5:15p	Erin McKie	Zoom
LEC 4571	M 3:25p-4:45p	Jurriaan de Jong	Zoom
REC 4575	W 9:35a-10:55a	Jurriaan de Jong	Zoom
REC 4573	W 11:10a-12:30p	Jurriaan de Jong	Zoom
REC 4572	W 12:45p-2:05p	Jurriaan de Jong	Zoom
REC 4574	W 2:20p-3:40p	Jurriaan de Jong	Zoom
LEC 4470	W 5:05p-6:25p	Steve Lundregan	Zoom
REC 4474	R 9:35a-10:55a	Steve Lundregan	Zoom
REC 4473	R 11:10a-12:30p	Steve Lundregan	Zoom
REC 4472	R 12:45p-2:05p	Steve Lundregan	Zoom
REC 4471	R 2:20p-3:40p	Steve Lundregan	Zoom
LEC 4476	W 6:45p-8:05p	Mi Kyong Newsom	Zoom
REC 4477	F 11:10a-12:30p	Mi Kyong Newsom	Zoom
REC 4478	F 12:45p-2:05p	Mi Kyong Newsom	Zoom
REC 4605	F 2:20p-3:40p	Mi Kyong Newsom	Zoom
REC 4604	F 3:55p-5:15p	Mi Kyong Newsom	Zoom

Course Materials / Software:

Required:

The textbook and/or courseware for this course is being provided via CarmenBooks. Through CarmenBooks, students obtain publisher materials electronically through CarmenCanvas, saving them up to 80% per title. The fee for this material is included as part of tuition and is listed as *CarmenBooks fee* on your Statement of Account. In addition to cost-savings, materials provided through CarmenBooks are available immediately on or before the first day of class. There is no need to wait for financial aid or scholarship money to purchase your textbook.

Unless you choose to opt-out of the program, you do NOT need to purchase any materials for this course at the bookstore. For more information on the program or information on how to opt out, please visit the CarmenBooks website. **Access Jacobs 16th ed through the McGraw-Hill Connect link in the course navigation.**

Course Description:

Business Management 3230 is designed to provide students with a broad understanding of how effective operations and supply chain management practices contribute to the competitiveness and survival of manufacturing, service, and non-profit organizations. Students will apply selected concepts, tools, and methods to address strategic and tactical operational challenges with a systems perspective.

Course Learning Outcomes:

By the end of this course, students should successfully be able to:

- Explain how operations and supply chain practices contribute to the overall competitiveness of any organization and its value chains.
- Recognize and evaluate operational challenges and opportunities from a holistic perspective.
- Apply various concepts, methods, and tools by structuring, analyzing, and solving complex operational problems.
- Generate questions and curiosity to encourage future learning in operations and supply chain management.

How This Course Works:

Mode of delivery: This course is 100% virtual. All lectures and recitations are synchronous using zoom.
Pace of online activities: This course is divided into **weekly modules** that are released one week ahead of time. Students are expected to keep pace with weekly deadlines (Sunday Midnight) but may schedule their efforts freely within that time frame.

Credit hours and work expectations: This is a **3-credit-hour course**. According to Ohio State policy, students should expect around an average of 3 hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to 6 hours of homework (reading and assignment preparation, for example).

Attendance and participation requirements: Because this is an online course, your presence in class is mandatory virtually using zoom. All in-class assignments are graded for accuracy. The following is a summary of everyone's expected participation:
- **Preparation for Lecture:**
  You are expected to complete SmartBook (SB) assignment prior to Lecture. The SB provides the foundation for the student to participate in Lecture for the week's topics.
- **Live Lecture sessions**:
  During the live lecture, the week's topic will be presented and discussed. In-class assignments will enable engagement and achievement of learning outcomes through active learning. All assignements are graded for accuracy and due by Midnight of your registered lecture (same day).
- **Live Recitation sessions**:
  Students will be working individually and in teams to complete assignments involving problems related to each weekly topic. Assignments are graded for accuracy and due by Midnight of your registered recitation.

Course technology:

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the Ohio State IT Service Desk. Standard support hours are available at ocio.osu.edu/help/hours, and support for urgent issues is available 24/7.

- **Self-Service and Chat support:** ocio.osu.edu/help
- **Phone:** 614-688-4357(HELP)
- **Email:** servicedesk@osu.edu
- **TDD:** 614-688-8743

Baseline technical skills for online courses

- Basic computer and web-browsing skills
- Navigating Carmen: for questions about specific functionality, see the Canvas Student Guide.

Required Technology skills specific to this course

- CarmenZoom virtrual meetings

Required equipment

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Webcam: built-in or external webcam, fully installed and tested
- Microphone: built-in laptop or tablet mic or external microphone
- Other: a mobile device (smartphone or tablet) or landline to use for BuckeyePass authentication

Required software

- Microsoft Office 365: All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program. Full instructions for downloading and installation can be found at go.osu.edu/office365help.

Carmen access

You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

- Register multiple devices in case something happens to your primary device. Visit the BuckeyePass - Adding a Device help article for step-by-step instructions.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click **Enter a Passcode** and then click the **Text me new codes** button that appears. This will text you ten passcodes good for 365 days that can each be used once.
- Download the Duo Mobile application to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

Grading and Evaluation:

Graded assignments may come in three forms, and students should note the expectations for each in the descriptions of our class assignments below.

- **Independent Work ( ):** Strictly non-collaborative, original-individual work. You may discuss this assignment only with your instructor. Discussions with other individuals, either in person or electronically, are strictly prohibited.
- **Collaboration Required ( ):** An explicit expectation for collaboration among students either in-class or outside (i.e. group work).
- **Optional-Collaboration ( ):** Students are permitted, but not required, to discuss the assignment or ideas with each other. However, all submitted work must be one's original and individual creation.

Assignment Name	Points / Weight	Assignment Type
Exams	45	
Out-of-class Assignments	20	
In-class Assignments	35	
TOTAL COURSE POINTS	100	

Course Assignments:

In-Class Lecture & Recitation Assignments:
Business Management 3230 is designed to enable student engagement and achievement of learning outcomes through active learning. Assignments and quizzes will be will be employed in lecture and recitation. Therefore, your presence in class is **mandatory virtually using zoom**. Please note that there is **no make-up for all in-class participation grades** and you are responsible for all information covered in class. In-class lecture and recitation assignments will count **Thirty-five percent** towards your grade. Absences are **NOT** excused or unexcused so therefore, students manage their own attendance.

Recitation Assignments
Students will be working individually and in teams to complete assignments involving problems related to each weekly topic. Assignments are graded for accuracy and due by Midnight of your registered recitation.

Lecture Assignments
Individual assignments are designed to gauge how well you understand concepts discussed in lecture. Assignments are graded for accuracy and due by Midnight of your registered lecture.

Out-of-Class Assignments:
Assignments are due every Sunday by 11:59PM EST. See detailed schedule for specific quizzes, homework problems, and simulations. 20 assignments will count towards your grade.

SmartBook (SB)
There are weekly scheduled SB assignments. Questions designed to gauge how well you understand assigned materials. Full credit is dependent on effort and participation NOT accuracy. McGraw-Hill SB bases the grade based on reading time and answering questions. Each SB assignment is due 11:59PM EST Sunday prior to the beginning of Lecture topic. Please refer to Carmen Assignment or Modules exact due dates.

Homework Problems (HW) 🏈

There are weekly scheduled homework problems. Homework problems allow you to apply methods and tools. You are given five attempts to master the assigned homework problems in Carmen Assignments due 11:59PM EST Sunday. Please refer to Carmen Assignments or Modules for exact due dates.

Exam Details:

Three exams have been scheduled for this course.

- Have been scheduled for the date and time noted in the detailed schedule
- Cover conceptual and technical content from assigned readings and in-class activities
- Are "closed" in nature – no access to textbook, notes, neighbors, etc.

NOTE: No make-up, late, or early exams.

Grading Scale:

Letter	A	A-	B+	B	B-	C+	C	C-	D+	D	E	
(Points)	(4.0)	(3.7)	(3.3)	(3.0)	(2.7)	(2.3)	(2.0)	(1.7)	(1.3)	(1.0)	(0.0)	
Range	100% -	93% -	90% -	87% -	83% -	80% -	77% -	73% -	70% -	67% -	60% -	0%

Course Schedule:

See Carmen & attachement (tentative course schedule, subject to change).

Late Assignment Submissions:

If you are unable to participate during lecture or recitation, you will only get credit for the In-Class assignments if submitted by Midnight of your registered lecture or recitation (same day). Late submission deductions are 5% per day for all in-class assignments. In-class assignments are only available until following Sunday Midnight. (NO EXCEPTIONS)

Feedback and Response Expectations:

- For grade discrepancy inquiry, please attend office hours for TA and/or Faculty
- For questions concerning Student Life Disability Services & Student Athlete Assistance, please contact Sarah Hangen (TA) at hangen.9@osu.edu

Academic integrity:

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct (https://trustees.osu.edu/bylaws-and-rules/code) and this syllabus may constitute Academic Misconduct (https://oaa.osu.edu/academic-integrity-and-misconduct)

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: Any activity that tends to compromise the academic integrity of the University, or subvert the educational process. Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an excuse for

academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Disability Services:

The university strives to make all learning experiences as accessible as possible. In light of the current pandemic, students seeking to request COVID-related accommodations may do so through the university's request process, managed by Student Life Disability Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

Grievances and Solving Problems:

According to University Policies, if you have a problem with this class, you should seek to resolve the grievance concerning a grade or academic practice by speaking first with the instructor or professor. Then, if necessary, take your case to the department chairperson, associate dean for programs in the college, and to the provost, in that order. Specific procedures are outlined in Faculty Rule 3335-7-23. Grievances against graduate, research, and teaching assistants should be submitted first to the supervising instructor, then to the chairperson of the assistant's department

Copyright:

© The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Safety and health requirements:

All teaching staff and students are required to comply with and stay up to date on all University safety and health guidance, which includes wearing a face mask in any indoor space and maintaining a safe physical distance at all times. Non-compliance will be warned first and disciplinary actions will be taken for repeated offenses.

BusMgt 3230 SP21 DETAILED SCHEDULE (*subject to change*)

Class Session & Date		Topics	ASSIGNMENTS DUE Sunday Midnight
L1	1.11/1.13 Mon/Wed	Introduction to Operations and Supply Chain Strategy	• **SB Introduction to Operations and Supply Chain Strategy (1.10)**
R1	1.13/1.14/1.15 Wed/Thur/Fri	Productivity Ratios	• **HW: Productivity Calculations (1.17)**
L2	**1.18/1.20 Mon/Wed**	**No Lectures: Martin Luther King Day**	
R2	1.20/1.21/1.22 Wed/Thur/Fri	Forecasting Errors	• **SB Forecasting (1.17)** • **HW: Forecasting (1.24)**
L3	1.25/1.27 Mon/Wed	Manufacturing and Service Processes	• **SB Manufacturing and Service Processes (1.24)**
R3	1.27/1.28/1.29 Wed/Thur/Fri	Break-even	• **HW: BE (1.30)**
L4	**2.01/2.03 Mon/Wed**	**Exam 1 (Operations & Supply Chain Strategy; Manufacturing and Service Processes & Forecasting)**	
R4	2.03/2.04/2.05 Wed/Thur/Fri	**Simulation**	• **Simulation Module 1: The Production Process (2.07)**
L5	2.08/2.10 Mon/Wed	Strategic Capacity Management	• **SB Strategic Capacity Management (2.07)**
R5	2.10/2.11/2.12 Wed/Thur/Fri	Utilization, Capacity Cushion & Capacity Requirements	• **HW: Utilization, Capacity Cushion & Capacity Requirements (2.14)**
L6	2.15/2.17 Mon/Wed	Inventory Management	• **SB Inventory Management (2.14)**
R6	2.17/2.18/2.19 Wed/Thur/Fri	Q-model	• **HW: Inventory Management (2.21)**
L7	2.22/**2.24** Mon/**Wed**	Supply Chain Design **NO LIVE LECTURES:** Asynchronous Lecture, see video	• **SB Supply Chain Design (2.21)**
R7	**2.24**/2.25/2.26 **Wed**/Thur/Fri	Supply Chain Design **NO LIVE RECITATIONS:** Asynchronous Recitation, see video	• **HW: SC Design (2.25)**
L8	3.01/3.03 Mon//Wed	Project Management	• **SB Project Management (2.28)**
R8	3.03/3.04/3.05 Wed/Thur/Fri	Network Diagram: Critical Path, Slack, Minimum Cost Schedule	• **HW: PM (3.04)**
L9	**3.08/3.10 Mon//Wed**	**EXAM 2 (Capacity, Inventory, Supply Chain Design & Project Management)**	
R9	3.10/3.11/3.12 Wed/Thur/Fri	**Simulation**	• **Simulation Module 1: The Production Process (3.14)**
L10	3.15/3.17 Mon//Wed	Continuous Improvement	• **SB Continuous Improvement (3.14)**
R10	3.17/3.18/3.19 Wed/Thur/Fri	Continuous Improvement	• **HW: CI (3.21)**
L11	3.22/3.24 Mon/Wed	Statistical Process Control	• **SB SPC (3.21)**
R11	3.24/3.25/3.26 Wed/Thur/Fri	Xbar/R charts & p chart	• **HW: SPC (3.28)**
L12	3.29/**3.31** Mon/**Wed**	Theory of Constraint **NO LIVE LECTURES:** Goal Video	• **Goal Video, 45 min (3.28)**
R12	**3.31/4.01**/4.02 **Wed/Thur**/Fri	Theory of Constraint **NO LIVE RECITATIONS:** Goal Video	
L13	4.05/4.07 Mon/Wed	Theory of Constraint	• **SB TOC (4.04)**
R13	4.07/4.08/4.09 Wed/Thur/Fri	Theory of Constraint	• **HW: TOC (4.11)**
L14	4.12/4.14 Mon/Wed	Lean Systems	• **SB Lean Systems (4.11)**
R14	4.14/4.15/4.16 Wed/Thur/Fri	Value Stream Mapping	• **HW: VSM Pencil Pushing Case (4.18)**
L15	**4.19/4.21 Mon/Wed**	**Exam 3**	