

COURSE SYLLABUS



Operations Management

Course code: MGT 415

Term and year: Fall 2021

Day and time: Monday 18:30 – 21:15

Instructor: Greg Pezda MBA, MSc

Instructor contact: greg.pezda@aauni.edu

Consultation hours: Before class (M: 18:00 – 18:30)

Credits US/ECTS	3/6	Level	Advanced
Length	15 weeks	Pre-requisite	MGT 245, MTH 222
Contact hours	42 hours	Course type	Bachelor Required/Elective

1. Course Description

The course examines decision making in operations management, focusing on those who are responsible for producing the goods and services sold by a manufacturing or service organization. This course will be taught with as many practical examples as possible. Topics include process analysis and design, quality and productivity management, Just-in-Time (JIT) analysis, and the role of these topics in formulating and executing competitive strategy.

2. Student Learning Outcomes

Upon completion of this course, students should be able to:

- Demonstrate the key principles involved in the management of operations in manufacturing and service organizations.
- Describe how studying operations management concepts, service issues and associated management issues can improve performance of manufacturing and service operations.
- Appreciate the role of the Operations Manager and comprehend the types of decisions they make
- Apply operations management techniques to resolve management issues
- Demonstrate the relationship between customers, corporate management and value creation and the role of technology in linking them.
- Describe the application of project management and human management in operations management.

3. Reading Material

Required Materials

- Robert Johnston and Graham Clark, *Service Operations Management* by 4th Edition Prentice Hall FT ISBN 978-0-273-74048-3, Published 2012

Recommended Materials

- Readers collected from:
 - Chase, Richard and Aquilano, Nicholas, *Production and Operations Management*, (Chicago, McGraw-Hill, Inc., 1995)
 - Hakseever, Cengiz, Render, Barry, Russel, Roberta and Murdick, Robert, *Service Management Operations*, (Upper Saddle River, NJ, Prentice Hall, 2000).

4. Teaching methodology

Combination of traditional lecture, interactive cases, and group work, including a term project.

5. Course Schedule

Date	Class Agenda
Sep. 6	Topic: Introduction Description: Class information, discussion on class expectations, introduction to Operations Management Reading: none Assignments/deadlines: review class notes
Sep. 13	Topic: Process Fundamentals Description: Process flow diagrams, demand, capacity, utilization Reading: posted presentation materials Assignments/deadlines:
Sep. 20	Topic: Process Fundamentals, Capacity Planning Description: Demand, capacity, utilization, seasonality Reading: posted presentation materials Assignments/deadlines: Capacity Planning hw
Sep. 27	Topic: Total Quality Management Description: Product development, value engineering, modular/robust design Reading: posted presentation materials Assignments/deadlines:
Oct. 4	Topic: Facility Location & Layout Description: Optimal location and layout of facilities Reading: none Assignments/deadlines: in-class FLL exercise
Oct. 11	Topic: Facility Location & Layout cont. Description: Optimal location and layout of facilities Reading: none Assignments/deadlines:
Oct. 18	Topic: mid-term exam Description: mid-term exam Reading: none Assignments/deadlines: mid-term exam
Oct. 25	Topic: mid-term break Description: mid-term break Reading: none Assignments/deadlines:
Nov. 1	Topic: Linear Programming Description: constrained resource problems Reading: posted presentation materials Assignments/deadlines: LP hw
Nov. 8	Topic: Linear Programming, cont. Description: constrained resource problems Reading: posted presentation materials Assignments/deadlines:
Nov. 15	Topic: Project Planning Description: project management/project planning/critical path

	Reading: posted presentation materials Assignments/deadlines:
Nov. 22	Topic: Project Planning, cont. Description: project management/project planning/critical path Reading: posted presentation materials Assignments/deadlines:
Nov. 29	Topic: EOQ Description: Economic Order Quantity Reading: posted presentation materials Assignments/deadlines: none
Dec. 6	Topic: final presentations Description: final presentations Reading: none Assignments/deadlines: final presentations
Dec. 13	Topic: final exam Description: final exam Reading: none Assignments/deadlines: final exam

6. Course Requirements and Assessment (with estimated workloads)

Assignment	Workload (hours)	Weight in Final Grade	Evaluated Course Specific Learning Outcomes	Evaluated Institutional Learning Outcomes*
Midterm exam	20	20%	Comprehensive assessment of knowledge acquired in the first half of the class	1
Written homework	28	15%	Presentation skills, ability to explain the studied topic to peers, identify key issues, subject knowledge, ...	1
Final presentations	30	15%	Concise group presentation + written report covering an in-depth analysis of an OM related topic	1,2,3
Final exam	30	35%	Comprehensive assessment of knowledge acquired during the entire course, emphasizing but not limited to post midterm material	1
Attendance and participation	42	15%	Assessment of student participation in class – discussions, cases, etc.	3
TOTAL	150	100%		

*1 = Critical Thinking; 2 = Effective Communication; 3 = Effective and Responsible Action

7. Detailed description of the assignments

Mid-term Exam: 2.5-hour exam covering areas below related to the first half of the course

Assessment breakdown

Assessed area	Percentage
Definitions/demonstration of topic comprehension	15%
Solved problems demonstrating grasp of class topics	85%

Written homework: Exact formats vary. Solved problems to solidify understanding of in class examples

Assessment breakdown

Assessed area	Percentage
Solved problems demonstrating grasp of class topics	100%

Final presentations: 20-30-minute presentation examining in-depth a topic of the group's choosing related to OM

Assessment breakdown

Assessed area	Percentage
Presentation delivery/preparedness	15%
Coverage of OM related topics	20%
Sufficient depth of topics, originality, non-trivialness	65%

Final Exam: 2.5-hour exam covering areas below and related to topics covered in the entire course, with emphasis on topics not covered in the mid-term exam.

Assessment breakdown

Assessed area	Percentage
Definitions/demonstration of topic comprehension	15%
Solved problems demonstrating grasp of class topics	85%

Class Participation: General participation in class discussions, contributing to class learning with personal experiences, not disrupting class

Assessment breakdown

Assessed area	Percentage
Participation	100%

8. General Requirements and School Policies

General requirements

All coursework is governed by AAU's academic rules. Students are expected to be familiar with the academic rules in the Academic Codex and Student Handbook and to maintain the highest standards of honesty and academic integrity in their work.

Electronic communication and submission

The university and instructors shall only use students' university email address for communication, with additional communication via NEO LMS or Microsoft Teams. Students sending e-mail to an instructor shall clearly state the course code and the topic in the subject heading, for example, "COM101-1 Mid-term Exam. Question". All electronic submissions are through NEO LMS. No substantial pieces of writing (especially take-home exams and essays) can be submitted outside of NEO LMS.

Attendance

Attendance, i.e., presence in class in real-time, is required. Students who are absent 35 percent of classes or more cannot complete the course. Those with a majority of unexcused absences will be failed; those with a majority of excused absences will be administratively withdrawn from the course. Students may also be marked absent if they miss a significant part of a class (for example by arriving late or leaving early).

Absence excuse and make-up options

Should a student be absent from classes for relevant reasons (illness, serious family matters), s/he must submit to the Dean of Students an Absence Excuse Request Form supplemented with documents providing reasons for the absence. The form and documents must be submitted within one week of the absence. If possible, it is recommended the instructor be informed of the absence in advance. Should a student be absent during the add/drop period due to a change in registration this will be an excused absence if s/he submits an Absence Excuse Request Form along with the finalized add/drop form. Assignments missed due to unexcused absences cannot be made up which may result in a decreased or failing grade as specified in the syllabus.

Students whose absence has been excused by the Dean of Students are entitled to make up assignments and exams provided their nature allows for a make-up. Students are responsible for contacting their instructor within one week of the date the absence was excused to arrange for make-up options.

Late work: No late submissions will be accepted – please follow the deadlines.

Electronic devices

Electronic devices (e.g. phones, tablets, laptops) may be used only for class-related activities (taking notes, looking up related information, etc.). Any other use will result in the student being marked absent and/or being expelled from the class. No electronic devices may be used during tests or exams unless required by the exam format and the instructor.

Eating is not allowed during classes.

Cheating and disruptive behavior

If a student engages in disruptive or other conduct unsuitable for a classroom environment of an institution of learning, the instructor may require the student to withdraw from the room for the duration of the activity or for the day and shall report the behavior to the Dean.

Students engaging in behavior which is suggestive of cheating (e.g. whispering or passing notes) will, at a minimum, be warned. In the case of continued misbehavior the student will be expelled from the exam and the exam will be marked as failed.

Plagiarism and Academic Tutoring Center

Plagiarism is “the unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one’s own original work.” (Random House Unabridged Dictionary, 2nd Edition, Random House, New York, 1993)

Turnitin’s White Paper ‘The Plagiarism Spectrum’ (available at <http://go.turnitin.com/paper/plagiarism-spectrum>) identifies 10 types of plagiarism ordered from most to least severe:

1. CLONE: An act of submitting another’s work, word-for-word, as one’s own.
2. CTRL-C: A written piece that contains significant portions of text from a single source without alterations.

3. FIND-REPLACE: The act of changing key words and phrases but retaining the essential content of the source in a paper.
4. REMIX: An act of paraphrasing from other sources and making the content fit together seamlessly.
5. RECYCLE: The act of borrowing generously from one's own previous work without citation; To self-plagiarize.
6. HYBRID: The act of combining perfectly cited sources with copied passages—without citation—in one paper.
7. MASHUP: A paper that represents a mix of copied material from several different sources without proper citation.
8. 404 ERROR: A written piece that includes citations to non-existent or inaccurate information about sources
9. AGGREGATOR: The "Aggregator" includes proper citation, but the paper contains almost no original work.
10. RE-TWEET: This paper includes proper citation, but relies too closely on the text's original wording and/or structure.

As the minimum policy the types of plagiarism from 1 through 8 results in the failing grade from the assignment and must be reported to the Dean. The Dean may initiate a disciplinary procedure pursuant to the Academic Codex. Allegations of bought papers and intentional or consistent plagiarism always entail disciplinary hearing and may result in expulsion from AAU.

If unsure about technical aspects of writing, students are encouraged to consult their papers with the tutors of the AAU Academic Tutoring Center. For more information and/or to book a tutor, please contact the ATC at: <http://atc.simplybook.me/sheduler/manage/event/1/>.

Students with disabilities

Students with disabilities are asked to contact their instructor as soon as possible to discuss reasonable accommodation.

9. Grading Scale

Letter Grade	Percentage*	Description
A	95-100	Excellent performance. The student has shown originality and displayed an exceptional grasp of the material and a deep analytical understanding of the subject.
A-	90-94	
B+	87-89	Good performance. The student has mastered the material, understands the subject well and has shown some originality of thought and/or considerable effort.
B	83-86	
B-	80-82	
C+	77-79	Fair performance. The student has acquired an acceptable understanding of the material and essential subject matter of the course, but has not succeeded in translating this understanding into consistently creative or original work.
C	73-76	
C-	70-72	
D+	65-69	Poor. The student has shown some understanding of the material and subject matter covered during the course. The student's work, however, has not shown enough effort or understanding to allow for a passing grade in School Required Courses. It does qualify as a passing mark for the General College Courses and Electives.
D	60-64	
F	0-59	Fail. The student has not succeeded in mastering the subject matter covered in the course.

* Decimals should be rounded to the nearest whole number.

Prepared by and when: Greg Pezda, June 30, 2021

Approved by and when:

Karel Kubias, Chair, Department of Management, July 7, 2021

Jan Vašenda, Dean, School of Business Administration, August 27, 2021