

**WILLIAM PATERSON UNIVERSITY  
COTSAKOS COLLEGE OF BUSINESS ADMINISTRATION  
COURSE SYLLABUS**

Course Number & Title: MGT4310 – 80 – Production and Operations Management  
Semester: Winter 2021  
Professor: Dr. Andrey Kretinin  
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Office hours: By appointment

### **COURSE DESCRIPTION**

This is the introductory course in Production and Operations Management. It surveys the major topics and issues in the management of the production function of a business enterprise. Specifically, it provides a fundamental understanding of solving the management issues that personnel deal with operations of manufacturing and service oriented firms. Topics to be covered in the course include but are not limited to: Operations Functions, Quality Management, Quality Control, Process Strategy, Service Operations Design, Forecasting, Supply chain management, Layout Strategy, Capacity planning, Inventory Management, and Quantitative models such as linear programming, waiting line models and Project Management.

### **COURSE OBJECTIVES**

- Develop a basic knowledge and understanding of basic Production & Operations Management (POM) concepts and their applications
- Explain how a firm's operations function is managed
- Introduce a number of Operations Management tools that can be applied in job settings
- Enhance skills needed to solve complex, real- business problems in Production and Operations Management

### **COURSE PREREQUISITES**

MGT 200, MATH 140, MATH 145, and ECON 210

### **COURSE MATERIALS**

1. Heizer, J. and Render, B. (2011). Operations Management, 11<sup>th</sup>. Edition. (Required)  
ISBN-10: 013-292114-6; ISBN-13: 978-0-13-292114-5 (Please make sure that your book has Module section at the end)
2. Scientific Calculator (Required for selected topics)
3. Lecture Notes, Powerpoints, and additional readings will be available on Blackboard. Please visit the site every other day.

## STUDENT LEARNING OUTCOMES

After the completion of the course, students will be able to:

- 1) Introduction to the course, Operations and Productivity
  - a) Define operations management and productivity measures
- 2) Operations Strategy and Competitiveness
  - a) Define OM's role in business and relationship to strategy development, and identify competitive priorities for Operations function
- 3) Project Management
  - a) Describe project management objectives, the project life cycle
  - b) Diagram networks of project activities, estimate the completion time of a project, and compute the probability of completing a project by a specific time.
- 4) Forecasting
  - a) Identify principles of forecasting, types of forecasting methods and their characteristics
  - b) Use various methods of forecasting and compute forecast accuracy
- 5) Design of Goods & services & Process Strategies
  - a) Define product design and its strategic impact on organization
  - b) Using break-even analysis as a tool in selecting between product alternatives
  - c) Describe and use techniques for decision making
- 6) Managing Quality
  - a) Explain the meaning of Total Quality Management (TQM) and identify features of the philosophy and tools used for solving quality problems
- 7) Statistical Process Control
  - a) Describe categories of Statistical Quality Control and use statistical tools in measuring quality characteristics
  - b) Identify the differences between various control charts and describe the usage
  - c) Explain acceptance sampling and the use of OC curves
- 8) Capacity Planning and Facility Location
  - a) Describe relationship between capacity planning and location
  - b) Describe the decision support tools used for capacity planning and location analysis
  - c) Identify key factors in location analysis and solve problems
- 9) Facility Layout
  - a) Identify and describe different types of layouts and solve problems
- 10) Inventory Management
  - a) Describe the objectives of inventory management, different models and use of inventory, and calculate inventory

## COURSE FORMAT

This course will be delivered on-line via Blackboard. On Blackboard, you will find folders corresponding to each week of this course. In general, each folder will contain the week's plan, chapter overviews (PowerPoint notes), additional readings (if any), a quiz, and a web exercise. I will post the folder for the week on Monday morning so you will have a full week (Monday through Sunday) to work on the assigned content. After reading the book chapters and reviewing the chapter overviews, you will continue your learning through completion of quizzes and exercises. **Reading your text will be critical** as this course does not involve lectures or oral explanations. I suggest you read the book chapters in advance so you can start completing assignments and quizzes as soon as they are posted. Please refer to the course schedule below for assigned readings.

The course is designed so that you can access chapter overviews, quizzes, and web exercises at a time that is convenient for you. However, all quizzes and web exercises must be submitted by the specific deadline indicated below. You will not be able to submit quizzes or web exercises past the deadline as they will be locked promptly right after the deadline.

## **COURSE COMMUNICATION**

### **Email Communication**

If you have a question or situation that requires a private discussion please email me through the **WPU email system**. Using regular email, instead of Blackboard email, ensures that you get a reply within 24 hours, and it avoids your message and my reply going to spam or getting 'lost' in the clutter.

### **Email Etiquette**

As future business professionals, you should be aware of the importance of professional email communication. As such, all the emails you send me during the course should meet the basic email etiquette requirements. That is, your **emails should include** an appropriate subject line, a greeting, a closing line, and your full name. If you send me an email that does not meet these requirements, I will have to ask you to re-send it in the proper format. Again, please ensure your emails meet the requirements to avoid delayed responses.

## **ASSIGNMENT SUBMISSIONS**

Assignments should be submitted through Blackboard. Submission through Blackboard will automatically save your assignments in the system. Submissions by email will generally NOT be accepted. However, should there be a circumstance where you need to submit an assignment via email (e.g. the system is down), ALL emails of class files that are sent to me NEED to be SAVED. This will help you in the rare case that an email is lost, as the date on the original sent email can be referred to. There will be absolutely no exceptions in the case of emails lost if you cannot produce the original sent email. But please make a rule of submitting assignments through Blackboard.

## **COURSE REQUIREMENTS**

Each week's folder will contain a PDF file named "Week ## Plan," which contains the detailed list of all activities you should do in the given week. Make sure to browse this file at the beginning of the week to make sure you won't miss any assignments.

### **Practice Quiz (10 Points)**

In order to familiarize yourself with assignment submission system and ensure the reading of the syllabus, each student should complete the practice quiz during the first week. Practice quiz contains several questions about the syllabus and class structure. Practice quiz is not timed.

### **Weekly Quizzes (10 points each)**

On-line quizzes are designed to allow you to review and assess your familiarity with key terms and concepts covered in the assigned readings. The quizzes consist of multiple choice questions and are based on each week's assigned readings. These quizzes are open book and not timed. You will have one chance to take each quiz prior to the time it closes. You'll find links to quizzes in each Week's Folder. Your quiz grade will appear in "My Grades" tab in Blackboard immediately. It is strongly recommended that you check your grades after taking each quiz to confirm it successfully posted.

### **Web Exercises** (10 points each)

Web exercises are designed to assess your understanding of concepts and theories, and your ability to include the material learned into a coherent analysis of several operations situations. Web exercises will generally ask you to formulate the problem, provide a solution to the problem, and interpret the results (e.g. make suggestions to the business/manager). Your answers should reflect your understanding of the assigned readings for the current week; make sure to mention and explain relevant concepts learned for a **complete answer**. You will find the requirements for each Web Exercise inside the corresponding week's folder.

There will be a submission area for each Web Exercise in the respective Week's folder. However, I strongly encourage you to type and save your answers on a Word document first, and then copying and pasting your answers into the submission area. This will avoid that technical difficulties prevent you from submitting your assignment (e.g. the system timing out while you are thinking about your answer). After submitting your answers, please ensure that they were submitted successfully by reviewing your submission status in the respective area.

### **Final Exam** (30 points)

There will a final exam in this course. It will be based on the material learned in the class. Specific topics covered in the final exam will be supplied a week in advance. Exam will consist of a combination of multiple choice, short answer questions, and calculation problems. More details regarding the exams' format will be provided to you the week before each test.

Exam will be administered on-line through Blackboard, a link to the test will be provided on the respective week's Folder. Exam is open book; you may refer to your book and other course materials during the test. Please keep in mind that these are individual exams (i.e., it is intended to reflect your understanding, and is not to be completed working with others). William Paterson University's cheating and plagiarism policies apply to the test and the course in general.

The exam will be available for you to take at any time during the week designated in the schedule. However, you will only have three hours to complete the exam. After three hours the test will close and you won't be able to answer any other questions. Make sure you have a good grasp on the material covered before you start taking each test as you will not have enough time to look up every single answer. Also, make sure you won't have any interruptions during those three hours.

Please, be aware that you only have ONE chance to complete the exam, so please DO NOT start the test if you don't intend to finish it. If you open the test just to see what's in it and try to come back to it later, it WILL NOT WORK and you will get a zero on the exam, NO EXCEPTIONS. Missed exams without a valid documented excuse, spanning the period during which the exam was open, will be given a grade of zero. Please see below for more information on valid excuses.

**Grades will be determined based on the following tables:**

Practice quiz	10 points	10%
Quizzes (x3)	30 points	30%
Web Exercise (x3)	30 points	30%
Exam	30 points	30%
Total		100 points

**Grade Percentage**

A	93-100%
A-	90-92%
B+	87-89%
B	83-86%
B-	80-82%
C+	77-79%
C	73-76%
C-	70-72%
D+	67-69%
D	60-66%
F	<60%

**ONLINE ETIQUETTE / NETIQUETTE**

Taking an online course and corresponding via the World Wide Web presents communicators with the task of overcoming the lack of nonverbals in communication. When taking a course online, it is important to remember several points of etiquette that will smooth communication between the students and their instructors.

1. Avoid language that may come across as strong or offensive. Language can be easily misinterpreted in written communication. If a point must be stressed, review the statement to make sure that an outsider reading it would not be offended; then post the statement. Humor and sarcasm may easily be misinterpreted as well, so try to be as matter-of-fact and professional as possible.
2. An online classroom is still a classroom. Though the courses may be online, appropriate classroom behavior is still mandatory. Respect for fellow classmates and the instructor is as important as ever.
3. Though still a fairly young type of communication, certain aspects of communication on the internet are becoming conventional. For example, do not write using all capital letters, because it will appear as SHOUTING. Also, the use of emoticons can be helpful when used to convey nonverbal feelings— example :- ) or :( , but avoid overusing them.
4. Consider the privacy of others. Ask permission prior to giving out a classmate's email address or other information.
5. No inappropriate material. Do not forward virus warnings, chain letters, jokes, etc. to classmates or instructors. The sharing of pornographic material is forbidden.

## THE FOLLOWING POLICIES APPLY TO ALL STUDENTS IN THIS COURSE

1. **Prerequisite:** Students attending the course who do not have the proper prerequisite risk being deregistered from the class.
2. **Enrollment:** Students have responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule once semester starts to ensure you are properly enrolled in this class and section.
3. **Student Concerns:** Feel free to email or approach the instructor **during office hours** should you have any concerns, comments or issues related to coursework. The Professor is quite understanding and appreciative of problems.
4. **Academic Honesty:** Any student who cheats automatically fails the assignment. Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. Cheating also entails working in groups on individual assignments, completing others examinations and assignments, having others complete your examinations and assignments, or more generally having someone else complete the course on your behalf. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. Proper citations are always required. It is the University's policy that cheating or plagiarism result in receiving a failing grade (0 points) for the work or course. Repeat offenses may result in dismissal from the University.
5. **Class Conduct:** Students are expected to exhibit acceptable class conduct. Disruptive class behaviors will not be tolerated. Disruptive behavior includes but is not limited to talking or laughing loud or using cell phones, tablets, or laptops during lectures. No drinking, smoking and eating are permitted inside the classroom.
6. **Students with disabilities:** students should contact the officials in Academic Advising Center.
7. **Extra credit opportunity** is not offered outside of what already is offered, so please do not ask. You have every opportunity to do well in this course. Given that I grade everyone on an equal basis, offering extra credit to boost your grade will cause an inequity in the class. Hence, please do not request extra credit.
8. **Health and safety compliance during the COVID-19 pandemic**  
William Paterson University seeks to ensure the health and welfare of all in our community. A facial covering in class is dependent on a current status assigned by CDC COVID-19 tracker and university administration's policy. Currently it is required at certain large attendance campus events or activities or in specific university spaces. A facial covering with weekly testing is required anywhere on campus for those who received an approved vaccination exemption as described on the University's COVID website. The University provided me a list of any student(s) in my classes who are required to use one.  
A required facial covering is one that protects or blankets your nose and mouth, fitting snugly and covering your chin per CDC guidelines. If you do not come wearing one, or remove it during class for a reason other than a quick drink or snack, you will be asked to put one on. If you do not comply, you will be asked to leave and are subject to disciplinary action by the Office of Student

Conduct to whom I report an infraction. Sanctions for non-compliance can result in suspension and dismissal from the University.

The only exception to the above requirement for a student with an exemption of a facial covering is for a student who receives an Accessibility Resource Center (ARC) accommodation to be able to wear another form of face covering such as a face shield given specific breathing or other health related need.

Students who are sick or who are engaging in self-quarantine or isolation should not attend in person classes. Any student directed to quarantine or isolate by the Counseling Health and Wellness Center (CHWC) should:

Notify the instructor in advance of the absence if possible:

- a. Report your symptoms or exposure to CHWC at COVIDCHWC@wpunj.edu.
- b. You will receive a note excusing you from in-person classes from CHWC. You must submit this note to me. CHWC will not send the notes on your behalf.
- c. Keep up with classwork as they are able; and
- d. Work with their instructors to try to reschedule assignments and exams, labs, and other critical academic activities.
- e. Return to campus only when cleared to do so by the CHWC. You will receive a note clearing you to return to in-person class. You are not to return to campus until YOU submit this note to me.

Adhering to the guidelines above are a matter of public health and community integrity, and the WP community views the adoption of these practices as a mark of good citizenship and respectful care for fellow classmates as well as WP faculty and staff. For more information, see the University's COVID website.

9. In addition to face masks, we are asking students to remain socially distant from each other. Please do not congregate in the halls, in the classroom, etc. Also do not sit near others within the classroom. Do not hover over or come close to other students in the classroom. If you need to ask me or another student a question while in the classroom, please maintain a minimum of a 6ft distance from myself and others. I will kindly remind students who fail to meet this policy. Please do not take it personal, I am merely trying to ensure the safety of our classroom remains intact. A refusal to comply with this policy will result in the same consequences as indicated in the face mask policy.

## COURSE SCHEDULE

Note: The following schedule is tentative and may be modified as the class progresses. The instructor will inform students of any changes; however, it is the student's responsibility to keep up with any modifications made.

<b>DATES</b>	<b>TOPICS</b>	<b>Readings</b>	<b>Assignments</b>
<b>Unit 1 – Deadline: Jan 9, 11:59PM</b>			
<b>Jan 3 – Jan 9</b>	Introduction to the course	Chapter 1	Practice Test
	Project Management	Chapter 3	Quiz 1
	Process strategy & Capacity Planning	Chapter 7	Web Exercise 1
		Supplement 7	
<b>Unit 2 – Deadline: Jan 16, 11:59PM</b>			
<b>Jan 10 – Jan 16</b>	Forecasting	Chapter 4	Quiz 2
	Decision-making Tools	Module A	Web Exercise 2
	Layout Strategies	Chapter 9	
<b>Unit 3 – Deadline: Jan 21, 11:59PM</b>			
<b>Jan 17 – Jan 21</b>	Managing Quality	Chapter 6	Quiz 3
	Statistical Control	Supplement 6	Web Exercise 3
	Inventory Management	Chapter 11	Final Exam