

## **POM 343: Production & Operations Management**

Winter 2018 Syllabus Section 15127

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Class: Monday 6:30-9:50 p.m.

Office Hrs: TBD - Monday 5:45-6:30 p.m.

### **Class Overview:**

Study of operations of manufacturing and service organizations. This is an introductory class including topics of corporate structure, relationship amongst functions and other management operations systems such as capacity planning, facility location and layout, production control, material requirements planning, scheduling, project management, supply chain management, and quality assurance. Includes international, legal and ethical aspects.

**Course Prerequisites:** QMM 240 and junior standing. If you have any questions about your eligibility to be enrolled in this course, please contact the School of Business Administration Undergraduate Programs Office.

### **Course Objectives:**

1. Enhance your understanding of classic and contemporary operations management in both manufacturing and service organizations.
2. Increase your awareness of the strategic and operational problems encountered by operations managers.
3. Investigate the relationship of the operations management function with the other functional areas including marketing, accounting, finance, engineering, human resources, logistics, etc.
4. Enhance your ability to recognize, formulate, and analyze decisions of operations managers.
5. Exposure to actual company structures, various industries, and current business events.
6. Written and oral presentation of material – business executive summaries.

### **Required Text:**

*Operations Management: An Integrated Approach*, Reid and Sanders, Wiley, 6th Edition, 2016.

**Class Format:** Class will be largely based on participatory learning. Group work, student led presentations, in class discussion, collaboration, guest speakers from global and local companies and industries. Your participation will provide for a fulfilling learning experience. Focus of the class will be primarily on strategy and qualitative material.

**Grading:** Grades will be determined based upon your performance on two scheduled course exams, assignments/chapter and business presentations, class and learning participation. Expectation is that students are reading the text material, chapter review, and practice questions in advance of the class and prepared to participate fully in class review and discussion as well as to prep for mid-term and final exams.

- Participation – 15% of class grade
  - Includes attending each class and submitting the “in class” summary review form
  - Each class is 5 points – this is a participatory score and no make up for missing class
- Assignments – 35% of class grade based on 200 total points ; Includes but may not be limited to:
  - One (1) Group Student Led Chapter Presentation–100 points (Required content/format to be assigned); All group members to receive the same grade unless any member is absent.
  - Two (2) “Real World” Case Study / Current Business Event Executive Summaries/Presentations – 70 points (50 for presented case, 20 for submitted)
  - Three (3) Top Focus Company Deep Dive Summaries 30 points (10 points each) (Required content/format to be assigned)
  - Additional In-Class, Study Guides, Assigned Discussion and Chapter Problems– with purpose of learning material and preparing for exams, but not for grading. (ie. Mid Term and Final Prep Study Guide Assignments)
- Mid Term Exam – 25% of class grade
- Final Exam – 25% of class grade

**Exams:** All exams will be closed book and closed note exams administered in class according to the indicated exam schedule (see below). Each exam will cover material from the onset of the course. Each exam will be a multiple choice exam covering concepts and/or issues discussed in the text and in class. There could be some short answer.

You will need three items for each scheduled exam: (1) one 5 by 8 inch page of handwritten notes (both sides allowed), (2) multiple sharpened No. 2 pencils, (3) a Scantron 882 E test form.

**Make-up Exams:** Exams may not be missed for the convenience of the student. If in the event an exam is missed, the student needs to seek permission from the instructor to take a make-up examination. **Demonstration of an acceptable reason will be required to take a make-up exam. Without providing evidence of an acceptable reason to miss an exam, a score of zero for the missed exam will be recorded.** Make-up examinations will be given at a mutually agreed upon time and location.

**Assignments:** Chapter presentation group report is due (email copy to instructor) no later than midnight the Sunday before your assigned presentation date. Other assignments are due to be submitted at the start of the class as assigned. There will be no late homework assignments accepted for grading. Assignments are required to be typed.

With written permission, exam and assignment scores will be posted at a designated location soon after taken. Scores will be posted according to University guidelines.

Course grades are determined relative to the maximum total of 100%. Using this allocation of course points, final letter grades will be determined by converting your overall class average to the 32-point system of numerical grades found below.

#### **Grading System**

<u>Letter Grade</u>	<u>32-Pt System</u>	<u>Class Average</u>	<u>Letter Grade</u>	<u>32-Pt System</u>	<u>Class Average</u>
A	4.0	95.00 - 100.00	C	2.4	74.00 - 74.99
A	3.9	93.00 - 94.99	C	2.3	73.00 - 73.99
A	3.8	92.00 - 92.99	C	2.2	72.00 - 72.99
A	3.7	91.00 - 91.99	C	2.1	71.00 - 71.99
A	3.6	90.00 - 90.99	C	2.0	70.00 - 70.99
B	3.5	88.33 - 89.99	D	1.9	69.00 - 69.99
B	3.4	86.67 - 88.32	D	1.8	68.00 - 68.99
B	3.3	85.00 - 86.66	D	1.7	67.00 - 67.99
B	3.2	83.33 - 84.99	D	1.6	66.00 - 66.99
B	3.1	81.67 - 83.32	D	1.5	65.00 - 65.99
B	3.0	80.00 - 81.66	D	1.4	64.00 - 64.99
C	2.9	79.00 - 79.99	D	1.3	63.00 - 63.99
C	2.8	78.00 - 78.99	D	1.2	62.00 - 62.99
C	2.7	77.00 - 77.99	D	1.1	61.00 - 61.99
C	2.6	76.00 - 76.99	D	1.0	60.00 - 60.99
C	2.5	75.00 - 75.99	F	0.0	below 60.00

**Phone Policy:** Turn your phone off and put it away prior to entering the classroom. If you feel as though you are in need of an exception, speak with the instructor. Using during class can negatively affect your participation credit (this is the same conduct expected in corporate workplace).

**Academic Honesty:** The Oakland University policy on academic dishonesty will be strictly followed with no exceptions.

**Class Schedule:** The class schedule, below, indicates class dates, exam dates, material to be covered, and homework assignments (related homework to be assigned through the period). The reading material and assignments should be prepared prior to class. Minor adjustments may be made to this schedule as necessary. Examinations will cover all material indicated on the assignments below (regardless of whether or not it was discussed in class) in addition to any material covered in class lectures.

**Planned Class Agenda: (Typical – subject to adjustment)**

- 6:30-6:40: Class opening – Key Learning of Chapter Review
- 6:45-7:30: Student Group Led Chapter Review
- 7:30-7:45: Break
- 7:45-8:00: Chapter Key Points Reinforced
- 8:00-8:45: “Real World” Business/Case Reviews (10 Minute Student Exec Summary Presentation)
- 8:45-9:00: Break
- 9:00-9:50: Finish Real World Reviews and Discussion; In Class Summary Participation Form

Alternative Agendas: 8:00 - 8:45

- “Real World” Visiting Speaker
- In Class Discussion / Exercise

## Class Schedule

Date	Topic and Reading Assignment	Homework
Jan 8	Course Introduction Ch. 1: Intro to Operations Mgt	Read Ch.1  <b>Group Chapters Assigned/Pres Dates</b> <b>"Real World" Reports Assigned/Pres Dates</b>
Jan 15	Holiday – No Class	
Jan 22	Ch. 2: Operations Strategy	Read Ch. 2, Group Pres, Real World Reports
Jan 29	Ch. 3: Product Design & Process Selection	Read Ch. 3, Group Pres, Real World Reports  <b>"Top Target" Companies Project Assigned</b>
Feb 5	Ch. 4: Supply Chain Management	Read Ch. 4, Group Pres, Real World Reports
Feb 12	Ch. 5: Total Quality Management	Read Ch. 5, Group Pres, Real World Reports  <b>Real World #2 - Written Exec Summary Due</b> Mid Term Study Guide Assigned
Feb 19	<b>Mid-Winter Break – No Class</b>	
Feb 26	Ch. 7: Just In Time (JIT)/Lean Systems	Read Ch. 7, Group Pres, Real World Reports  <b>Mid Term Study Guide Due/Review</b>
March 5	<b>Mid Term Exam</b>	
March 12	Ch. 9: Capacity Planning & Facility Location	Read Ch. 9, Group Pres, Real World Reports
March 19	Ch. 10: Facility Layout Ch. 11: Work System Design	Read Ch. 10 and 11 Group Chapter Pres (2), Real World Reports
March 26	Ch. 12: Inventory Management	Read Ch. 12, Group Pres, Real World Reports
April 2	Ch. 14: Resource Planning	Read Ch. 14, Group Pres, Real World Reports  <b>3 Top Target Companies Project Due/Review</b>
April 9	Ch. 15: Scheduling	Read Ch. 15, Group Pres, Real World Reports Final Exam Study Guide Assigned
April 16	Ch. 16: Project Management	Read Ch. 16, Group Pres, Real World Report  <b>Final Exam Study Guide Due/Review</b>
April 23	<b>Final Exam</b>	

- Introductions – All
  - Pair Up – Introduce one another
  - Name, Hometown, High School, OU Major, when targeted to graduated, What Job You Want when graduating, Target Company and/or Target Industry, and fun fact about themselves!
- Class Review
  - Syllabus / Class Overview
  - Chapter Presentation Outline – Presentation Format and Content Requirements Review
  - Real World Report – Business or Case Study (2) – Executive Summary Format Requirements Review (For presentation and for submission)
- Organize into Groups / Sign up for Your Chapter and Date
- Review “Real World” Report Dates
- Chapter One Review
- Honeywell Corporate Overview
- Class Participation Summary Form – Submit before end of class

## **Group Led Chapter Review and Presentation Requirements**

- Full analysis and review of the assigned chapter
- Power Point (or other presentation compatible program) – eCopy turned in to Instructor by Sunday night by midnight (Sunday before class)
- Case or chapter problems only as requested/assigned by Instructor
- Discussion points ready to support / lead class Q&A and discussion
- Have presentation ready to review at Monday class (have laptop with presentation eCopy)

### **Presentation Material Requirements**

- Table of Contents / Outline (1 page)
- Key areas of focus / learning targets for the chapter (1 page)
- Chapter Content Review – Key points of each section of chapter (Multiple pages will be necessary to thoroughly cover chapter material)
- Sections Review: How it all fits together, OM Across the Organization: Functional Relationship (ie. HR, Finance, etc.), Supply Chain Link, Sustainability Link – Key Points (1 Page)
- Key Terms (Top 10 key terms) – definition of the top key terms of the chapter (1 Page); Others?
- Conclusion: Summary Observations (1 page) / Most Interesting group learnings of the chapter – “Top 3” (1 page) / Take Away Points and how we can use it (1 page)
- Class Q&A

Back Up Material In Appendix – Be prepared to review as needed during class

- Have Specific Discussion Points Prepped and Ready to support/lead Q&A
- Appendix – All Chapter Key Terms with Definitions
- Problems or case info as assigned

### **Grading: 5 areas on a 1-5 Scale**

1. Content – thorough review of the chapter material, terms
2. Presentation format and professionalism (punctuation, grammar, legible for class, etc.)
3. Presentation delivery / command of the material
4. How Q&A is handled/encouraged and facilitated active class participation
5. All Team Members present and contributing during presentation (failure of any team member not to be present for their assigned presentation date results in a zero for that team member)

## **“Real World Reports (2) ” - Current Events Executive Summary**

- Topic pulled from current events (within past 12-24 months). (ie. Company mergers, acquisitions, spin offs (Delphi), key business strategies making news (General Motors / Opel sale), executive changes (GE), facility expansions (Amazon), new companies, new products, emerging industries (autonomous vehicles), environmental companies / products and strategies, etc.
- Real World Report #1: Report to be typed and submitted AND presented to class on assigned date; 10-15 minutes (same grading scale 1-5); Executive summary format (3-5 pages).
- Real World Report #2- Report to be typed and submitted to Instructor with in class participation discussion at assigned date
- Word document / Executive Summary Format – Turned in hard copy and eCopy to Instructor
- Utilize class / text topics content as much as possible - Importance of Operations Management
- Have “Executive summary” presentation version ready to review at your assigned due date / Monday class (have laptop with presentation eCopy)

### **Presentation Material Requirements**

- Executive Summary Type Format – Can search examples on line
- To: Who From: Who Date: Subject
- Problem Statement and relevance to class
- Explanation of the content / strategy / decision
- Outcome / Result / Decision made
- Agree/Support with decision / strategy / or approach and why or disagree with alternative recommendation or approach and why
- Conclusion: Summary Observations / Most Interesting individual learnings of real world topic – “Top 3” / Take Away Points and how it ties back to class (Ops Mgt) and how we can use it (1 pg.)
- Class Q&A

Back Up Material In Appendix – Be prepared to review as needed during class

- Have discussion points ready to facilitate class participation (for presentation version)
- List data sources, date

### **Grading: 4-5 areas on a 1-5 Scale**

- Content, Format / professionalism, Presentation, Relationship to OM Class, How Q&A is Facilitated



## **“Top Focus Company Deep Dive (3)”**

Deep dive on a company that interests you, that you would want to work for, information about that company including industry, products, org structure, service of manufacturing company, locations, operational strategies, executives, and why you are uniquely interested in these companies, etc.

- Each student will deep dive three (3) companies
- Open format (suggesting executive summary format) – covering each of the criteria data point required (1 pager / No more than 2)
- Three Top Focus Companies to be submitted (hard copy / eCopy) to Instructor at end of class on assigned date
- Students will have “in class” group sharing of their 3 companies during class on the assigned due date
- Students may be requested to share with entire class some information on the top 3 focus companies
- Students to tie back company information to any of the relevant material we cover in class or the text – Operations Management
- Extra credit will be provided to students whom make some networking contacts at target companies

### **Presentation Material Requirements**

1. Company Name
2. Industry (Auto, Medical, Consumer, Gas/Oil, etc.)
3. Manufacturing or Service Organization
4. Public or Private Status
5. Mission statement
6. Revenue Globally and by Region
7. Stock Price and Stock Price Performance over last 2 years, 1 Year, 1 Quarter, 1 Month, 1 week); Recommended buy, hold, or sell
8. CEO (since when?) – and other top leadership (CFO, COO, etc.)
9. Org Chart / Org Structure
10. Number of Employees – Globally and by region
11. Headquarter location

12. Number and location of manufacturing, technical, and other key company facilities (ie. Sales offices, distribution centers, etc.)
13. Products or Services Provided
14. Publically stated strategy
15. 3 Year Sales Trend and Outlook (2018 and beyond)
16. Any related news / reported on the company recently
17. What starting job would you like to do for this company? In what location? What would be your ultimate job at this company?
18. Why would you want to work at this company (reasons)
19. Conclusion: Summary Observations - Most Interesting items learned about the company – “Top 3” ; Most concerning (top 3) ; Opportunities identified about the company (either for career opportunity or for business opportunities for the company), Operations Management connection (to your function) and Top 3 questions you would like to ask a Leader at the company about their company.
20. Check out LinkedIn - How many linked in contacts at this company could you find? What function do most of the people listed on linked in with this company do? (ie. Finance) Did you find your function of interest? What location (in the world) do you find most of these people at?
21. Optional – but strongly suggested....Make a newly established LinkedIn connection with a person at that company in a work area that interest you (function, location, etc.)

Appendix: List data sources, dates

### **Grading: 4 areas on a 1-5 Scale**

- Content – completion of the all the required content (plus)
- Document format and professionalism (punctuation, grammar, etc.)
- Participation in class / sharing with partner and with entire class as appropriate
- Relating the material back to class content and Operations Management

## **Class Summary Form (Participation Summary) POM 343**

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Chapter Reviewed @ Class: (# and Ch. Title):**

**Did You Read Chapter? (Y/N):**

**Did You Practice Problems and Questions? (Y/N):**

**Your 3 Discussion Points for Class from Chapter:**

1.

2.

3.

**Were your questions discussed in class? (Y/N):**

**Evaluation on the Group Led Chapter Review (1 – 5 Best):**

**Real World Reports Subjects: (Topic Name and Eval 1-5 Best)**

1.

2.

3.

4.

**Key Take Aways / Learnings from This Class**

1.

2.

3.