



Davis College of Business

JACKSONVILLE UNIVERSITY

DSIM 577 -- MANAGING PRODUCTION & SERVICE OPERATIONS (5784)

SPRING II 2017

Mondays at 6 ~ 9:30 PM in DCOB 216

Instructor: Dr. Jim Mirabella, *Associate Professor of Decision Sciences*
Office: DCOB Room 134
Office Hours: **Mon & Wed** Noon - 1 pm, 3:15 pm – 6 pm
Other times by appointment
Telephone: (904) 256-7905
E-mail: jmirabe@ju.edu (preferred means of contacting instructor; emails will typically get a reply within 24 hours, often the same day)

Vision

Our vision for the Davis College of business is to be recognized as an institution that cultivates global leaders who positively influence and serve their communities, business and nation.

Mission

Our mission is to deliver a high quality educational program that develops leaders who create and promote ideas with a **strategic mindset**; demonstrate their **business expertise**; lead organizations toward economic success; and exhibit the highest standards of **professionalism** and **ethics**.

Core Mission Values

- a. We are committed to supporting continuous personal, professional and leadership development of our students, alumni, and community members.
- b. We support progressive and meaningful research, creative activity, and knowledge dissemination. We celebrate excellence in teaching.
- c. We strive to become thought-leaders in global management education based on our active pursuit of global partners in business and education
- d. We recognize the value of ethnic and cultural diversity and welcome and respect people of differing backgrounds, beliefs, and points of view.
- e. We value and foster mentoring relationships and shared responsibility for learning.
- f. We embrace and explore technology as a means of enhancing and delivering management instruction in order to increase flexibility for our students and expand our academic outreach.
- g. We actively seek partnership opportunities with the corporate community in order to enrich the educational experience of our business students and promote the practical relevance of our college.

COURSE DESCRIPTION

This course introduces students with a broad conceptual framework for evaluating operations management practices in traditional manufacturing firms and service organizations. Concepts, techniques and tools related to the four major decision responsibilities of operations managers (i.e., process, quality, capacity and inventory) are studied and discussed. Emphasis will be on operations, strategy, theory of constraints, lean management principles, total quality management, project management, decision analysis, capacity management, inventory management and supply chain management.

COURSE OBJECTIVES

LG1. **BUSINESS EXPERTISE:** Students will have core competencies in:

- LO1-1. Business
- LO1-3. Management
- LO1-6. Strategic Integration

LG2. **LEADERSHIP and ETHICS:** Students will understand their leadership attitudes and capabilities and be able to deal with ethical problems in the firm.

- LO2-1. Students will develop an awareness of their leadership strengths and

REQUIRED TEXT

Goldratt, Eliyahu (2004), The GOAL (3rd edition). North River Press, **ISBN#: 0-88427-178-1** (dramatized audio book is identical to book and is highly recommended)

Simpson & Hancock, Practical Operations Management, Hercher Publishing, **ISBN#: 978-1-939297-00-6** (ebook available at <http://store.vitalsource.com/show/9781939297075>)

RESOURCES

MS Excel will be utilized throughout the course for all applications.

METHOD OF INSTRUCTION

The course will mainly be taught as a facilitated lecture. As this course is quantitative and qualitative in nature, a portion of the course will utilize the computer, while the major portion will involve class discussion and experiential learning. Class participation and completion of practice assignments are vital to learning.

NOTES REGARDING ASSIGNMENTS AND WORKLOAD

- **Reading** the books is essential to comprehending the concepts fully. It will better prepare students for classroom discussions and for success on exams.
- **OM Online Quizzes:** There will be five online quizzes based on material from the Operations Management text, worth a combined 25% of the course grade. For each quiz, you will have two attempts to earn the highest score possible. Each quiz must be completed by the due date to receive credit (but they may be completed early).
- **Online Discussions:** There is a discussion question pertaining to THE GOAL; think of it like a publicly shared homework assignment. It will be done later in the course and is worth 5% of the course grade.
- **Case Studies:** There will be multiple case studies from which any two must be selected. In each case, a Word file must be submitted in which the questions following the case are answered and any relevant output is included. Each case study is worth 10% of the course grade (total 20%)

- **Mid-Term Exam:** This open-book, open-notes exam covers the topics from the first half of the course, with a major emphasis on the quantitative materials and a lesser emphasis on the class activities, discussions and videos. Use of technology on this exam will be permitted as explained by the professor in class. The exam is worth 25% of the course grade.
- **Final Exam:** This open-book, open-notes exam covers THE GOAL as well as the class activities, discussions and videos. The exam is worth 25% of the course grade.
- **All suspected incidents of cheating will be turned in to the Dean's office for academic dishonesty without hesitation.**

COURSE GRADING

- **Online Quizzes** --> 25% of course grade
- **Mid-Term Exam** --> 25% of course grade
- **Final Exam** --> 25% of course grade
- **Case Studies** --> 20% of course grade
- **Online Discussion** --> 5% of course grade

COURSE GRADING SCALE

- **90 ~ 100** --> **A- to A**
- **80 ~ 89** --> **B- to B+**
- **70 ~ 79** --> **C- to C+**
- **0 ~ 69** --> **F**

LATE OR MISSED ASSIGNMENTS OR EXAMS

In-class exams begin at the start of class and have a set stop time; students who are late will have less time to complete the exam. If online activities are assigned, they will have set deadlines, and lateness will not be tolerated. There are no make-up exams in this class except in rare circumstances that are documented and unavoidable (at the discretion of the instructor). If a student is aware of a future absence, prior arrangements must be made to reschedule the exam.

PRE-COURSE ASSIGNMENT: Begin reading [THE GOAL](#).

Tentative Dates & Unit Topics

NOTE: There will be no class meetings on
 ➤ **MAR 20 (M)** due to Spring Break

Week 1: **March 6**

- Topics:** Introduction, Basics of OM, Operations Strategy, Measuring Performance
- Quant Topics:** Productivity, Breakeven Analysis
- Class activities:** Making Money
- Videos:** Southwest Airlines
- Before next class**
- > Recommended: Ch. 2 (problems 13 - 22)
 Supplemental problems (Breakeven)
- > **Required:** Read chapters 1 & 2 of **POM**. Continue reading **THE GOAL**.
Complete the OM online quiz 1 for Chapters 1 & 2 by March 12 (5% of grade).

Week 2: March 13

- Topics:** Capacity, Waiting, Process, Layout, Location
Quant Topics: Capacity, Location Analysis
Class activities: Lego Manufacturing, Job Shop Game
Videos: Process Choice (King Soopers)
Before next class
-> Recommended: Ch. 5 (problems 14, 15, 24, 25); Ch. 8 (problems 13 - 16, 22 - 23, 26 - 29)
Supplemental problems (Capacity & Location)
--> **Required:** Read chapters 5 and 6 of **POM**. Continue reading **THE GOAL**.
Complete the OM online quiz 2 for Chapters 5 & 6 by March 26 (5% of grade).

Week 3: March 20 -- (Spring Break --> no class meeting)

Week 4: March 27

- Topics:** Inventory, Supply Chain, Lean (JIT), Quality, Six Sigma
Quant Topics: Inventory
Class activities: Inventory Simulation, Bottlenecking Dice, Flipping Coins
Videos: Inventory (Textbooks)
Before next class
-> Recommended: Ch. 10 (problems 13 – 15, 24, 26) Supplemental problems (Inventory)
--> **Required:** Read chapters 8 & 10 of **POM**. Continue reading **THE GOAL**.
Complete the OM online quiz 3 for Chapters 8 & 10 by April 2 (5% of grade).

Week 5: April 3

- Topics:** Project Management, Scheduling
Quant Topics: Project Management, Scheduling
Class activities: Project Management, Sandwich Factory, Deming Experiments
Videos: Quality (Hotel)
Before next class
-> Recommended: Ch. 7 (problems 13 – 20, 27 - 32); Ch. 13 (problems 16 – 20; 28 – 30, 32);
Ch. 14 (problems 13 – 18, 21 – 26, 29)
--> **Required:** Read chapters 7, 9, 12, 13 & 14 of **POM**. Finish reading **THE GOAL**.
Complete the OM online quiz 4 for Ch. 7, 9 & 12 by April 9 (5% of grade).
Complete the OM online quiz 5 for Ch. 13 & 14 by April 9 (5% of grade).

Week 6: April 10 -- (No class meeting)

- Videos:** The Goal (*at home viewing*)
Before next class
--> **Required:** **Complete online quantitative exam by April 16 (25% of grade).**
Submit 1st case study online by April 16 (10% of grade).
You may submit a 2nd case early for an additional 10%.
Respond to GOAL Discussion Question by April 16 (5% of grade).

Week 7: April 17

- Topics:** Course evaluations, Beer Game
Class activities: Beer Game
Videos: Beer Game
Before next class
--> **Required:** **Prepare for in-class Final Exam**

Week 8: April 24

- Topics:** **Complete in-class Final Exam (25% of grade)**
Submit 2nd case study online by April 27 (10% of grade).

ACADEMIC MISCONDUCT

Jacksonville University students are expected to contribute to the development and sustenance of a community characterized by respect, caring and honesty. The academic honor system of Jacksonville University is based on the premise that each student is expected to adhere to the highest standard of academic honesty.

<http://www.ju.edu/greenpages/Pages/University-Policies.aspx>

SPECIAL NEEDS

<http://www.ju.edu/greenpages/Pages/University-Policies.aspx>

CHANGES/ADDITIONS TO SYLLABUS

COURSE WITHDRAWAL

<http://www.ju.edu/registrar/Pages/Grading-Information.aspx>

<http://www.ju.edu/registrar/Pages/Forms.aspx>

UNIVERSITY WITHDRAWAL

<http://www.ju.edu/registrar/Pages/Grading-Information.aspx>

<http://www.ju.edu/registrar/Pages/Forms.aspx>

MEDICAL WITHDRAWAL

<http://www.ju.edu/greenpages/Pages/University-Policies.aspx>

<http://www.ju.edu/registrar/Pages/Forms.aspx>

PLAGIARISM POLICY

<http://www.ju.edu/ctl/Pages/Academic-Integrity.aspx>

The Davis College of Business
“Professional Results In Daily Efforts Program”
(P.R.I.D.E.)

“We the students and faculty of the Davis College of Business understand learning is a process of interaction, partnering, and collaboration. To create the learning environment necessary to produce the future generators of sustainable value for business and society at large, we understand we must focus our daily efforts to achieve lasting success. Therefore, as indicated by my signature below, I agree to support the tenets and professional behaviors of the P.R.I.D.E. program outlined below applicable to my position within the Davis College of Business.”

As DCOB Faculty, you can count on us to:

- *Treat each student in a fair and equitable manner*
- *Come to class prepared*
- *Start and end class on-time*
- *Honor office hours*
- *Make required text books and reading materials relative to the material taught*
- *Use a proper mix of IT and lecture (Blackboard)*
- *Return assignments in a timely manner*
- *Allow peer review to reduce “free-riders” on team projects*

As DCOB Students, you can count on us to:

- *Respect everyone’s right to have a positive academic experience*
- *Respect other students’ property*
- *Respect other students’ cultures and opinions*
- *Support academic integrity*
- *Be enthusiastic and productive members of team projects*
- *Come to class on-time*
- *Come to class prepared*
- *Be attentive and participate*
- *Turn assignments in on-time*
- *Respect others by not having real or virtual side conversations*
- *Turn off electronic devices during class*
- *Dress appropriately*

Please Print Name

Signature

Date