Course Description

Concerned with the production of goods and services in an efficient and effective business operation. The course also addresses the management of resources, the distribution of goods and services to customers, and the analysis of queue systems.

Course Textbook


Course Learning Outcomes

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

1. Define operations management and explain its relationship to productivity.
2. Describe operations strategy and how it has changed due to globalization.
3. Summarize project management, including its tools and techniques.
4. Describe the importance of forecasting and explain the effective application of the different forecasting approaches and methods.
5. Summarize how operations managers decide on the products/services to offer and how they design selected products/services.
6. Define quality and explain quality management, including TQM and its tools.
7. Describe how process strategy is applied to determine the process, capacity, and technology required for selected products/services.
8. Discuss the role of location strategy and the criteria for location decisions.
9. Explain layout strategy and how operations managers determine facility arrangements and size.
10. Describe how operations managers achieve a reasonable work environment and set expectations related to employee productivity.
11. Explain how supply-chain management is applied to make-or-buy decisions, and the selection and integration of suppliers.
12. Outline inventory management tools and techniques used to address the two basic inventory issues of how much to order and when to order.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Unit Learning Outcomes**: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Lesson**: Each unit contains a Unit Lesson, which discusses unit material.
3. **Reading Assignments**: Each unit contains Reading Assignments from one or more chapters from the textbook. Chapter presentations are provided in each unit study guide as Supplemental Reading to aid students in their course of study.
4. **Learning Activities (Non-Graded)**: These non-graded Learning Activities are provided in each unit to aid students in their course of study.
5. **Key Terms**: Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
6. **Discussion Boards**: Discussion Boards are a part of all Waldorf term courses. Information and specifications regarding these assignments are provided in the Course Policies listed in the Course Menu bar.

7. **Unit Assessments**: This course contains eight Unit Assessments, one to be completed at the end of each unit. Assessments are composed of written response questions.

8. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units IV and VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with both Assignments. Specific information about accessing these rubrics is provided below.

9. **Ask the Professor**: This communication forum provides you with an opportunity to ask your professor general or course content related questions.

10. **Student Break Room**: This communication forum allows for casual conversation with your classmates.

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**Unit Assignments**

**Unit IV Case Study**

Read the case study “Southern Recreational Vehicle Company” on page 350 of the textbook. Analyze the issues in the case using what you have learned in this course and additional research. In a paper of at least two pages in length, write a short introduction to the case and then respond to the four discussion questions at the end of the case. Support your responses in detail and include citations from your sources. An effective case study analysis is more than your opinions.

Your paper should be in APA format with a cover page and references page with at least two references in APA format. Be sure to use quotation marks and in-text citations for any material you take word-for-word from another source.

Click [here](#) to access the Grading Rubric for this assignment.

**Unit VIII Case Study**

Read the case study “Mutual Insurance Company of Iowa” on page 645 of the textbook. Analyze the issues in the case using what you have learned in this course and additional research you do. In a paper of at least two pages in length, write a short introduction to the case and then respond to discussion questions 1, 3, and 4 at the end of the case. (You may want to draw a restructured cell layout to help you visualize the process you design, but you do not have to submit it.) Support your responses in detail and include citations from your sources. An effective case study analysis is more than your opinions.

Your paper should be in APA format with a cover page and references page with at least two references in APA format. Be sure to use quotation marks and in-text citations for any material you take word-for-word from another source.

Click [here](#) to access the Grading Rubric for this assignment.

**Submitting Course Papers/Projects**

Once you have completed your papers/projects, submit your completed papers/projects by uploading through the Assignment tab in each unit. Do not e-mail your paper directly to your professor. By using the Assignment tab, your record will automatically be updated to indicate you have submitted your papers/projects and the assignment will be provided to your professor for grading. Instructions for submitting your assignment can be found under the Assignment tab in each unit.

**APA Guidelines**

Waldorf University requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. Information about using APA style can be found in APA Style Help in the Course Menu. This area provides links to internet sites, tutorials, and guides that provide comprehensive information on APA formatting, including examples and sample papers.

**Grading Rubrics**

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each
level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Discussion Board, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Discussion Board rubric can be found within Unit I’s Discussion Board submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper has its own rubric.) The Assignment rubrics for this course are attached as pdf links.

Again, it is vitally important for you to become familiar with these rubrics because their application to your Discussion Boards, Assessments, and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Discussion Boards (8 @ 2%)</td>
<td>16%</td>
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<tr>
<td>Unit Assessments (8 @ 8%)</td>
<td>64%</td>
</tr>
<tr>
<td>Case Studies (2 @ 10%)</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Course Schedule/Checklist (please print)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
## BUS 4851, Production and Operations Management

### Course Schedule

By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

<table>
<thead>
<tr>
<th>Unit I</th>
<th>Introduction to Operations Management</th>
</tr>
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</table>
| Review: | Unit Study Guide  
Non-Graded Learning Activities (See Study Guide) |
| Read: | Chapter 1: Operations and Productivity  
Chapter 2: Operations Strategy in a Global Environment  
Supplemental Reading: See Study Guide |
| Discuss: | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit: | Assessment by Tuesday, 11:59 p.m. (Central Time) |

Notes/Goals:

<table>
<thead>
<tr>
<th>Unit II</th>
<th>Project Management and Forecasting</th>
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</table>
| Review: | Unit Study Guide  
Non-Graded Learning Activities (See Study Guide) |
| Read: | Chapter 3: Project Management  
Chapter 4: Forecasting  
Supplemental Reading: See Study Guide |
| Discuss: | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit: | Assessment by Tuesday, 11:59 p.m. (Central Time) |

Notes/Goals:

<table>
<thead>
<tr>
<th>Unit III</th>
<th>Design of Goods and Services and Managing Quality</th>
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</table>
| Review: | Unit Study Guide  
Non-Graded Learning Activities (See Study Guide) |
| Read: | Chapter 5: Design of Goods and Services  
Chapter 6: Managing Quality  
Supplemental Reading: See Study Guide |
| Discuss: | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit: | Assessment by Tuesday, 11:59 p.m. (Central Time) |

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<table>
<thead>
<tr>
<th>Unit IV</th>
<th>Process Strategy and Location Strategies</th>
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<tbody>
<tr>
<td>Review:</td>
<td>- Unit Study Guide</td>
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<td>- Non-Graded Learning Activities (See Study Guide)</td>
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<tr>
<td>Read:</td>
<td>- Chapter 7: Process Strategy</td>
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<td>- Chapter 8: Location Strategies</td>
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<th>Unit V</th>
<th>Layout Strategies and Human Resources</th>
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<tr>
<td>Review:</td>
<td>- Unit Study Guide</td>
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<td>- Non-Graded Learning Activities (See Study Guide)</td>
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<tr>
<td>Read:</td>
<td>- Chapter 9: Layout Strategies</td>
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<td>- Chapter 10: Human Resources, Job Design, and Work Measurement</td>
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<th>Unit VI</th>
<th>Supply Chain Management and Inventory Management</th>
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<tr>
<td>Review:</td>
<td>- Unit Study Guide</td>
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<td>- Non-Graded Learning Activities (See Study Guide)</td>
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<tr>
<td>Read:</td>
<td>- Chapter 11: Supply Chain Management</td>
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<td>- Chapter 12: Inventory Management</td>
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### Unit VII

**Aggregate Planning and Material Requirements Planning**

**Review:**
- Unit Study Guide
- **Non-Graded Learning Activities** (See Study Guide)

**Read:**
- Chapter 13: Aggregate Planning and S&OP
- Chapter 14: Material Requirements Planning (MRP) and ERP
- **Supplemental Reading:** See Study Guide

**Discuss:**
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- **Assessment** by Tuesday, 11:59 p.m. (Central Time)

### Unit VIII

**Managing Operations**

**Review:**
- Unit Study Guide
- **Non-Graded Learning Activities** (See Study Guide)

**Read:**
- Chapter 15: Short-term Scheduling
- Chapter 16: JIT, TPS, and Lean Operations
- Chapter 17: Maintenance and Reliability
- **Supplemental Reading:** See Study Guide

**Discuss:**
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

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- **Assessment** by Tuesday, 11:59 p.m. (Central Time)
- **Case Study** by Tuesday, 11:59 p.m. (Central Time)