Production and Operations Management
DSCI 304-Section 4
ONLINE Fall 2020 (An Special year)

Professor: Dr. Marvin Gonzalez (Dr. G)
Office: ZOOM
E-mail: gonzalezm@cofc.edu
Office Phone: (843) 953-4276**

Class Time: 10:50 to 12:05 (zoom class will be recorded)
Office Hours: W: 9 AM to 12 PM or By Appointment (via ZOOM)

Recording of Classes (via ZOOM)
Class sessions will be recorded via both voice and video recording. By attending and remaining in this class, the student consents to being recorded. Recorded class sessions are for instructional use only and may not be shared with anyone who is not enrolled in the class

E-mail Business Etiquette
Do not abandon business etiquette in your use of e-mail! I will not respond to e-mails if you do not follow the below guidelines:
• Business-like writing style (Dear Dr. Gonzalez, Dr. G., Sincerely, etc.)
• Be concise and to the point.
• E-mail alias so the recipient sees your full name, or your full name with @g.cofc.edu, in his/her e-mail inbox.
• Subject line meaningful to the recipient (consider identifying your class DSCI 304-03-Extended Summer). Always include this as your subject line!!! Including section number.
• The content clearly states the purpose of the e-mail including any action to be taken from the professor.
• Clear signature block with your full name.
• Be careful about including quotations and sayings in your signature block. Don’t include anything that has the potential to be offensive or misunderstood. Think about the impression your message sends to someone who doesn’t know you and be judicious.

Course Description:
The planning and control of production and service operations with an emphasis on Total Quality Management, demand forecasting, design of production systems, aggregate planning, and inventory management. Additional topics will include just-in-time production, cellular manufacturing, flexible manufacturing systems, robotics, computer-aided design, and manufacturing and quality circles. Students will use appropriate computer software to gain experience with several decision techniques.

Prerequisite
Junior standing; DSCI 232, MGMT 301, MATH 104 or 250, MATH 105 or 120. Prerequisites imply that students can work with standard deviations, z-scores, probability distributions, statistical tests of means and proportions, and regressions before they start taking this class. Failure to comply with these pre-requisites before the start of the course will result in a grade of F. It is the student’s responsibility to verify that you have completed all pre-requisites.

This course addresses the following SB learning goal:
Communication Skills
Students will be introduced to contemporary business concepts, terminology (e.g., JIT, MRP, SAP, LSS) and provided an understanding of the differences between various types of business processes. Students will also gain valuable
experience in writing and presenting individual and group projects on information technology in the workplace.

**Quantitative Fluency**
Students will gain experience and training on advanced functionality in Microsoft Excel to support information management and decision making.

**Global and Civic Responsibility**
Students will become aware of the current ethical issues associated with corporate use of information and technology, and common corporate policies that address these issues. Also, students will learn about the role of enterprise IT architecture in managing distributed business processes across the global enterprise.

**Intellectual Innovation and Creativity**
After gaining training and exposure to database systems and decision support systems (Excel), both of these systems will then be used to solve structured and unstructured business problems. Also, students will become aware of a variety of emerging technologies, and how companies are/should be leveraging these technologies for competitive advantage.

**Synthesis**
By combining OM and business principles, students will gain experience integrating knowledge from complementary disciplines and applying this knowledge to the development, evaluation, and improvement of any business process.

This course addresses the following course student learning goals:

- Understand the historical development of the field of operations management, within the framework of management theory and history.
- Describe the dimensions of quality and quality management philosophies and terms and apply them to specific situations in businesses.
- Generate and use quality control charts and capability ratios for production processes.
- Demonstrate an understanding of the concepts and technologies associated with supply chain management and coordination.
- Use a variety of quantitative and qualitative forecasting methods.
- Use basic independent demand inventory models under uncertainty conditions.
- Describe and perform demand inventory calculations.
- Understand and apply the theory of the Waiting line
- Demonstrate knowledge of information systems that facilitate operational problems, such as e-commerce, customer relationship management, enterprise resource planning, and project management tools.

**Text and Course Materials:**

Go to OAKS Content>McGraw-Hill Campus to get access to Connect and the eBook for this class. For questions about McGraw-Hill Registration, watch the following video: [http://video.mhhe.com/watch/YKmmNjAm9iYzrpjALT4DwT?](http://video.mhhe.com/watch/YKmmNjAm9iYzrpjALT4DwT)

**SPECIAL NOTE:**
PLEASE READ IT BEFORE YOU CONTINUE IN THIS FALL CLASS

There are Assignments in every class. The honor code is applied here, I trust that you will act like a professional business student and follow these guidelines, as a future ethical business person. No make-ups will be given. No time extensions on assignments or case study, make sure to submit everything on-time or you get a 0. Not LATE assignments, cases or any evaluation is allowed.

**Rules Specific to Online Learning**
- Students are expected to participate in all online activities (videos, connect, etc.) A full day of not login into OAKS is considered an absence. If a video is assigned and you don’t watch it by the end of the day, that is considered an absence. The combination of 2 absences (excused or unexcused will result in the reduction of the final course grade to the next lowest grade (i.e. from B- to C+). This policy is non-negotiable. Do not waste your allowed absences, keep them for when you need them, i.e. sickness, family emergencies, etc.
- Excessive absences (3 or more days of absence in online assignments), excused or unexcused, will result in the student receiving a WA (an equivalent to an “F”) for the course.
• It is your responsibility to obtain any missed material from another student or OAKS. Do not email the professor asking what was covered during your absence. You are ultimately responsible for the information given in class, regardless of whether you were physically there. I will not go over missed material in office hours/individual zoom meetings.

• **The ONLINE format allows self-motivated, task-driven students the flexibility to complete coursework over the internet. If you are not self-motivated/task-driven, it might not be a good idea to take this course online!**

• Because we don’t meet face-to-face, you must maintain an active presence in the class, checking OAKS regularly and viewing the assigned lectures/videos as soon as they are posted, before the next videos/lectures come! Remember that I can see when you log onto OAKS and monitor your progress through the class.

• Online is NOT easier than a physical class environment. On the contrary, if you don’t have the discipline and organization to keep up with the class on your own, online can be more difficult than regular physical environments.

• Much of the class will be run like a traditional course, except that the online format should encourage more exchanges between students than you might be accustomed to in a physical classroom. You will be expected to do the same sorts of activities that you do in a regular class such as reading and writing, guided by feedback from me, and heavy video watching and practicing on your own.

• You must stay on top of the course assignments. I will post due dates and reminders, but it is on you to make sure that you don’t get behind. Do not make the mistake of thinking this is an easy class because we’re meeting online. **The material is quite difficult** and will take a lot of effort on your part to master. A regular physical week-class normally entails 1.15 hours of classroom time per day of class (class in this section is 2 days a week), plus a minimum of 8 hours per week of study time. The workload for this class will be the same for you to succeed.

• Weekends! Although I expect you to be working on the course during weekends, you should not expect me to answer emails during Weekends or night time. My times to answer emails are 8:30 am to 5 pm. Now and then I answer emails outside the set time, however, do not expect me to do so regularly. The maximum time for me to respond to emails during the week is 24 hours. If I have not responded to your email within this time, please send the email again, and make sure you do not send it to “gonzalezg@cofc.edu”. My email address is “gonzalezg@cofc.edu”.

• **Students are expected to be polite and respectful in ANY communication with others in our course community. This includes emails, discussion postings, etc.**

**SNAP Students/Special Accommodations/Athletes**

• Any student eligible for and needing accommodations because of a disability is requested to speak with the professor during the first two weeks of class or as soon as the student has been approved for services so that reasonable accommodations can be arranged. [Center for Disability Services/SNAP](#).

• The College will make reasonable accommodations for persons with documented disabilities. Students should apply for services at the Center for Disability Services/SNAP located on the first floor of the Lightsey Center, Suite 104. Students approved for SNAP services or athletes are required to present official letters to the professor within the first 2 weeks of class. Failure to do this means the student waives the right for special accommodations for the remaining of the extended summer.

• No additional time will be given for Homeworks/cases. We measure in homeworks the ability of the student to respond within a specific time what is being tested, additional to answering the question correctly.

• For all other tests, the student is required to remind the professor a week before each test so she can make the appropriate accommodations. No additional time is allowed for homework or projects/cases and final paper.

**Withdrawal Policy**

The professor does not process Instructor Withdrawals for any reason.

**Required Technology (MANDATORY AND YOUR RESPONSIBILITY)**

• Hardware:
• Computer with high-speed internet access.
• Software:
- CONNECT from McGraw Hill
- Microsoft Office. If you have a Mac, you can still use it for everything we do in class, but you will have to learn it on your own if they happen to be different from the Windows version. However, it is highly recommended to use Office 365 that you have free with the CofC account: https://www.office.com/?auth=2
- Adobe Flash Player
- Adobe Reader
- Browser
- Zoom for online office hours: a link will be provided once you make the appointment (you must make an appointment since I don’t have it active all the time)

**TECHNICAL SUPPORT**
- If you have technical problems, please contact the Student Computing Support Desk at 843.953.5457 or email StudentComputingSupport@cofc.edu. Check for computing downloads and tutorials at blogs.cofc/scs/
- Resolve problems promptly. Computer failure/unavailability does not constitute an excuse for not completing assignments by the due date. You must not leave homework/quizzes/exams to the last minute!
- Connect technical support at 1-800-331-5094 or by chat: http://mpss.mhhe.com/contact.php
- The professor won’t provide any technical assistance on connect or any computer-related problem, you must use either Connect technical support or Student Computer Support Desk.

**Missing Assignments or case studies**
- **No makeup assignments/cases will be given.**
- There will be NO MAKE UPS under ANY circumstances.
- An assignment/Dropbox in OAKS will be opened to submit files for any assignment or case study.

**Grading and Evaluation:**

<table>
<thead>
<tr>
<th>LETTER GRADE</th>
<th>Assignment Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 94 A</td>
<td>60%</td>
</tr>
<tr>
<td>90-93.99 A-</td>
<td>20%</td>
</tr>
<tr>
<td>86-89.99 B+</td>
<td>20%</td>
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<tr>
<td>83-85.99 B</td>
<td>20%</td>
</tr>
<tr>
<td>80-82.99 B-</td>
<td>20%</td>
</tr>
<tr>
<td>76-79.99 C+</td>
<td>20%</td>
</tr>
<tr>
<td>&lt; 60 F</td>
<td>20%</td>
</tr>
</tbody>
</table>

**Assignments**
- 2 Case study (TEAMS of 3 members) **include a presentation (25% of the case)**
- Final Paper (please read **PLAGIARISM** rules)

**College of Charleston Honor Code** ([http://deanofstudents.cofc.edu/honor-system/studenthandbook/index.php](http://deanofstudents.cofc.edu/honor-system/studenthandbook/index.php))

- Lying, cheating attempted cheating, and plagiarism are violations of our Honor Code that, when identified, are investigated. Each incident will be examined to determine the degree of deception involved.
- Incidents, where the instructor determines the student’s actions are related more to a misunderstanding, will be handled by the instructor. A written intervention designed to help prevent the student from repeating the error will be given to the student. The intervention, submitted by form and signed both by the instructor and the student, will be forwarded to the Dean of Students and placed in the student’s file.
- Cases of suspected academic dishonesty will be reported directly by the instructor and/or others knowing about the incident to the Dean of Students. A student found responsible by the Honor Board for academic dishonesty will receive a XF in the course, indicating failure of the course due to academic dishonesty. This grade will appear on the student’s transcript for two years after which the student may petition for the X to be expunged. The
student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

- Students should be aware that unauthorized collaboration—working together without permission—is a form of cheating. Unless the instructor specifies that students can work together on an assignment, quiz, and/or test, no collaboration during the completion of the assignment is permitted. Other forms of cheating include possessing or using an unauthorized study aid (which could include accessing information via a cell phone or computer), copying from others’ exams, fabricating data, and giving unauthorized assistance.
- Research conducted and/or papers written for other classes cannot be used in whole or in part for any assignment in this class without obtaining prior permission from the instructor.
- Students can find the complete Honor Code and all related processes in the Student Handbook at http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php

Miscellaneous Policies:

Although I will try to maintain the class schedule and objectives, I may need to make adjustments. You are responsible to check OAKS schedule for the most recent calendar of activities and dates.

- **The professor does not give additional projects to increase students’ grades before or after the exam(s). The professor does not round grades; a 59.9 total grade is an F.**
- Homework is individual work, and should be completed only by the student taking the course!!! Students will be able to obtain feedback 1 hour after the due date of the homework. **No late homework assignments will be accepted under any circumstances.**

Complaints about Exams Grading

- The professor encourages students to review in detail when assignments/cases are returned. You have 2 DAYS after the graded evaluation is turned back to you to make any questions or complaints about it. If that time is passed, it means you have accepted the grade given and no further complaints are accepted.
- No complaints are accepted for any reason if the two-day period has passed (non-negotiable).

- Religious Accommodation for Students

- The College of Charleston community is enriched by students of many faiths that have various religious observances, practices, and beliefs. We value student rights and freedoms, including the right of each student to adhere to individual systems of religion. The College prohibits discrimination against any student because of such student’s religious belief or any absence thereof.
- The College acknowledges that religious practices differ from tradition to tradition and that the demands of religious observances in some traditions may cause conflicts with student schedules. In affirming this diversity, like many other colleges and universities, the College supports the concept of “reasonable accommodation for religious observance” in regard to class attendance, and the scheduling of examinations and other academic work requirements, unless the accommodation would create an undue hardship on the College. Faculty are required, as part of their responsibility to students and the College, to ascribe to this policy and to ensure its fair and full implementation.
- The accommodation request imposes responsibilities and obligations on both the individual requesting the accommodation and the College. Faculty members are expected to reasonably accommodate individual religious practices. Examples of reasonable accommodations for student absences might include: rescheduling of an exam or giving a make-up exam for the student in question; altering the time of a student’s presentation; allowing extra-credit assignments to substitute for missed class work or arranging for an increased flexibility in assignment dates. Regardless of any accommodation that may be granted, students are responsible for satisfying all academic objectives, requirements and prerequisites as defined by the instructor and by the College.

Teaching Method
• Lecture (videos), assigned reading, hands-on exercises, and problems. We will use e-learning as a support tool in the course, therefore, students should have the responsibility to learn how to use Excel (use the videos on Microsoft website to review Excel).

• Connect is MANDATORY.

• **All assignments, videos, assigned readings should be completed by 10:15 AM (EST-Eastern Standard Time) on the assigned date.** No late assignments will be accepted under any circumstances!!! Solutions to assignments are usually posted right after the due date. All students are expected to have access to their account on OAKS and are responsible for keeping their email account active and check it frequently. I will have to use the official g.cofc.edu email account. Course materials and links to each module will be placed in OAKS and you should regularly check-in for announcements and updates, CHECK THE CALENDAR REGULARLY TOO. Make sure you update your oaks profile to reflect your active email account otherwise you will not get my e-mails.

• The official computer hardware is PC-windows based. If you are a Mac user, you must learn on your own how to use Connect). All videos are using a windows environment.

• **Cases and Homeworks are time-restricted, no additional time is allowed.**

• Computer failure/unavailability does not constitute an excuse for not completing assignments by the due date. The recommendation is to start homework as soon as it is posted, in that case, if you have a computer problem, you will have time to fix it before the due date/time.

• **IN-CLASS PRESENTATION (online platform due to Covid-19):**

In groups of 3-4, students will be expected to present the most relevant aspects of the cases assigned. The oral presentations are designed to help you improve your communication skills and to become more comfortable with public speaking. The time allotted for each presentation will be approximately 15 minutes (consisting of a 10-minute presentation and 5-minute Q&As) depending on the number of students and time available.

**PLAGIARISM:**

Plagiarism is the deliberate use and appropriation of another’s work without any indication of the source and the representation of such work as the student’s own. Any student, who fails to give credit for ideas, expressions or materials taken from another source, including internet sources, is guilty of plagiarism. Any student helping another to plagiarize may be found guilty of academic misconduct. Any paper with more than 5% of copy paste is considered as Plagiarism and will be penalized with 10% reduction for every 1% of material copy pasted after the 5%.

• **ALL VIDEOS ARE MANDATORY from start to finish!!!!**
## SCHEDULE

<table>
<thead>
<tr>
<th>Session</th>
<th>Day</th>
<th>Topic</th>
<th>HOMEWORK/CASES MANDATORY</th>
<th>ACTIVITY/Mandatory</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25-Aug</td>
<td>Introduction To the Class, Introduction to Operations Management (Chapter 1)</td>
<td>HW 1 is assigned</td>
<td></td>
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<tr>
<td>2</td>
<td>27-Aug</td>
<td>Introduction to Operations Management (Chapter 1)</td>
<td>HW 2 is assigned Due For HW1</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>1-Sep</td>
<td>Introduction to Operations Management (Chapter 1)</td>
<td>HW 3 is assigned Due For HW2</td>
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<tr>
<td>4</td>
<td>3-Sep</td>
<td>Introduction to Processes (Chapter 2)</td>
<td>HW 4 is assigned Due For HW3</td>
<td></td>
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<tr>
<td>5</td>
<td>8-Sep</td>
<td>Process Ananalysis (Chapter 3)</td>
<td>HW 5 is assigned Due For HW4</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>10-Sep</td>
<td>Process Ananalysis (Chapter 3)</td>
<td>HW 6 is assigned Due For HW5</td>
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<tr>
<td>7</td>
<td>15-Sep</td>
<td>Process Ananalysis (Chapter 3)</td>
<td>HW 7 is assigned Due For HW6</td>
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<tr>
<td>8</td>
<td>17-Sep</td>
<td>Process Improvement Chapter 4)</td>
<td>HW 8 is assigned Due For HW7</td>
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<tr>
<td>9</td>
<td>22-Sep</td>
<td>Process Improvement Chapter 4)</td>
<td>HW 9 is assigned Due For HW8</td>
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<tr>
<td>10</td>
<td>24-Sep</td>
<td>Lean Operations and TPS (Chapter 8)</td>
<td>HW 10 is assigned Due For HW9</td>
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<tr>
<td>11</td>
<td>29-Sep</td>
<td>Lean Operations and TPS (Chapter 8)</td>
<td>HW 11 is assigned Due For HW10</td>
<td>CASE 1 IS ASSIGNED</td>
</tr>
<tr>
<td>12</td>
<td>1-Oct</td>
<td>Lean Operations and TPS (Chapter 8)</td>
<td>HW 12 is assigned Due For HW11</td>
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<tr>
<td>13</td>
<td>6-Oct</td>
<td>Quality and Statistical Process Control (Chapter 9)</td>
<td>HW 13 is assigned Due For HW12</td>
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<tr>
<td>14</td>
<td>8-Oct</td>
<td>Quality and Statistical Process Control (Chapter 9)</td>
<td>HW 14 is assigned Due For HW13</td>
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<tr>
<td>15</td>
<td>13-Oct</td>
<td>Quality and Statistical Process Control (Chapter 9)</td>
<td>HW 15 is assigned Due For HW14</td>
<td>CASE 2 IS ASSIGNED</td>
</tr>
<tr>
<td>16</td>
<td>15-Oct</td>
<td>Quality and Statistical Process Control (Chapter 9)</td>
<td>HW 16 is assigned Due For HW15</td>
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<tr>
<td>17</td>
<td>20-Oct</td>
<td>Inventory Management (chapter 10); Inventory Management (chapter 12)</td>
<td>HW 17 is assigned Due For HW16</td>
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<tr>
<td>18</td>
<td>22-Oct</td>
<td>Inventory Management (chapter 12)</td>
<td>HW 18 is assigned Due For HW17</td>
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<tr>
<td>19</td>
<td>27-Oct</td>
<td>Inventory Management (chapter 12)</td>
<td>HW 19 is assigned Due For HW18</td>
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<tr>
<td>20</td>
<td>29-Oct</td>
<td>Supply Chain Management (Chapter 11)</td>
<td>HW 20 is assigned Due For HW19</td>
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<tr>
<td>21</td>
<td>3-Nov</td>
<td>Election Day, everyone to VOTE!!!, No classes, College Close</td>
<td>HW 21 is assigned Due for 20</td>
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<tr>
<td>22</td>
<td>5-Nov</td>
<td>Forecasting (Chapter 15)</td>
<td>HW 22 is assigned Due for 21</td>
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<tr>
<td>23</td>
<td>10-Nov</td>
<td>Forecasting (Chapter 15)</td>
<td>HW 23 is assigned Due for 22</td>
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<tr>
<td>24</td>
<td>12-Nov</td>
<td>Project Management (Chapter 19)</td>
<td>HW 24 is assigned Due for 23</td>
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<tr>
<td>25</td>
<td>17-Nov</td>
<td>Project Management (Chapter 19)</td>
<td>HW 25 is assigned Due for 24</td>
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<tr>
<td>26</td>
<td>19-Nov</td>
<td>Project Management (Chapter 19)</td>
<td>HW 26 is assigned Due for 25</td>
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<tr>
<td>27</td>
<td>24-Nov</td>
<td>Thanksgiving Holiday. No Classes. College Closed.</td>
<td>HW 27 is assigned Due for 26</td>
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<tr>
<td>28</td>
<td>26-Nov</td>
<td>New Product Development (Chapter 19)</td>
<td>HW 28 is assigned Due for 27</td>
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<tr>
<td>29</td>
<td>1-Dec</td>
<td>New Product Development (Chapter 19)</td>
<td>HW 29 is assigned Due for 28</td>
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<tr>
<td>30</td>
<td>3-Dec</td>
<td>New Product Development (Chapter 20)</td>
<td>HW 30 is assigned Due for 29</td>
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</table>