Catalog Course Description - This course provides studies the basic tools of operations management with emphasis on decision-making models in production and planning. Such topics as decision theory, production planning and control, materials requirement planning, project management, and quality control are covered. Course prerequisite: BADM 220 and BADM 321.

Assumed Knowledge – Enrollment in this course assumes a fundamental knowledge of basic business concepts from accounting, economics, and statistics introduced in the core business classes. These concepts include the following: economies of scale; demand/supply relationships; cost/volume/profit analysis; basic accounting statements; descriptive statistics; central limit theorem; hypothesis testing; sampling distributions; and the normal, Poisson, binomial, and exponential distributions.

Waiver Policy - If you are a University of South Dakota business student who has not been accepted to your major (U.NODEG.BUS), you must have permission to enroll or remain enrolled in any 300/400 level business courses. (Exception: BADM 321.) Please stop by the Student Services Center and fill out a WAIVER OF ADMISSIONS REQUIREMENTS form and submit it to the Beacom School of Business Student Services Center. (The form is also available on-line. Go to the portal, click on the Academics Tab, then the School of Business channel, and finally the Undergraduate Forms link. You will find the Waiver Form listed.) The form should be submitted by Friday, January 11th. Earlier submission is strongly recommended. If there are problems related to your enrollment in the course(s), you will be notified on or before Tuesday, January 15th. The last day to drop a course without being billed is Wednesday, January 16th. If you have not submitted a waiver form by January 11th and you do not have permission to be enrolled in this course, your situation will be reviewed and you may be administratively dropped from the course.

Beacom School of Business Mission Statement - Our primary mission is excellence in undergraduate and graduate education that develops successful future business leaders. We deliver high value to our students, employers and community through distinctive teaching and learning supported by significant intellectual and professional contributions and meaningful service.

Instructional Methods/Activities - This course is presented in D2L, an effective pedagogical tool utilized by many educational institutions worldwide and provided to you by USD. Students access the course web site using the URL: http://d2l.sdbor.edu. If you have not used D2L before, the Online Student Handbook is available on USD’s website at http://www.usd.edu/cde/upload/Online-Orientation-Guide.pdf. Once you successfully log into D2L, you will see a list of course links including one titled “Production/Operations Management.” Simply click on that link and the home page for the course will appear on your screen. Students will have access to many tools to assist in learning the material during the course including recorded lectures, homework problems and answers, class discussion, and virtual office hours.

Course Specific Objectives - By the end of the semester, students will:
1. demonstrate familiarity with the field of operations management and its integrated relationship to other core business functions.
2. demonstrate a working knowledge of fundamental terminology, concepts, methods, and techniques of contemporary operations management focused on the lean management philosophy.
3. apply operations management methods and techniques in realistic managerial decision-making scenarios for analyzing and controlling both production and service operations management systems.
4. demonstrate an awareness of global, social, and ethical operations management issues.
**Online Course Objective** - A primary objective of online education is to permit students to complete all requirements of a course or degree program using the power of the Internet to make the course location independent. Other than the required workbook, students are able to access all materials necessary to complete the course requirements using an Internet connected computer. No campus-specific activities are required or necessary to complete this course.

**Course Assessment**

<table>
<thead>
<tr>
<th>Course</th>
<th>BADM 425</th>
<th>BADM 525</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams (3)</td>
<td>300 (100 per exam)</td>
<td>300 (100 per exam)</td>
</tr>
<tr>
<td>Syllabus Quiz</td>
<td>10</td>
<td>Syllabus Quiz</td>
</tr>
<tr>
<td>Exam Quiz (3)</td>
<td>30</td>
<td>Exam Quiz (3)</td>
</tr>
<tr>
<td>Level 1 points</td>
<td>0* (5 pts. per exam)</td>
<td>Level 1 points</td>
</tr>
<tr>
<td>Level 2 points</td>
<td>80 (5 pts. per chapter)</td>
<td>Level 2 points</td>
</tr>
<tr>
<td>Level 3 points</td>
<td>40 (one level 3 project)</td>
<td>Level 3 points</td>
</tr>
<tr>
<td>Total</td>
<td>460</td>
<td>Total</td>
</tr>
</tbody>
</table>

Grades will be based on no more than the percentage of points earned on the following scale:

- >90% = A
- 80-89.9% = B
- 70-79.9% = C
- 60-69.9% = D
- < 60% = F

*Note: Level 1 (completing the workbook) will be worth up to 15 points of Extra Credit at the end of the semester if you send your completed book to the instructor. Each exam section (i.e. chapters 1-5 for the first exam) will be worth 5 points. You will get your book mailed back to you if you include a return address.

**Exit Exam Assessment Note:** The material presented in this course is part of the common body of knowledge for this discipline. Mastering the information presented in this course lays the foundation for your future success as a knowledgeable, well-rounded business professional. The course is designed to encourage you to commit this valuable information to your long-term memory. In addition to demonstrating mastery of this information throughout the course, you will also be required to demonstrate your retention of this critical common body of knowledge by achieving a satisfactory score on the Beacom School of Business’s exit exam which is part of BADM 482 Business Policy and Strategy. Achieving a satisfactory score on the exit exam is a graduation requirement. This applies to all Business majors (BBA programs).

**Level 1 Points (Extra Credit)** - Participation is very important for this class. Each class has activities (in the notes) that will aid in the understanding and application of the concepts and problems. Level 1 points are earned by your participation in class and are much easier to earn if you are actively participating utilizing the workbook or instructor lecture notes. The points are based on your completion of the Level 1 activities and exercises in the workbook as follows:

- 5 points = 100% complete
- 4 points = 90-99% complete
- 3 points = 80-89% complete
- 2 points = 70-79% complete
- 1 point = 60-69% complete
- 0 points = <60% complete

**Level 2 Points** - Problem sets and/or discussion questions for most topics are provided in the lecture notes. It is highly suggested that you keep up with the problems/questions as a way of solidifying your understanding of the concepts. You need to practice to understand and you understand by further practice. Level 2 assignments must be submitted weekly and only in a Word or Excel document to the appropriate digital dropbox in D2L. Shoddy/incomplete work will be heavily penalized. For example, a single sentence when a paragraph is required, failure to show work, etc. will be viewed as not completed. Points will be assigned on the following basis (5 points possible per chapter).

- 5 points = 100% complete with ALL work shown and complete answers
- 4 points = 90-99% complete with ALL work shown and complete answers
- 3 points = 80-89% complete with ALL work shown and complete answers
- 2 points = 70-79% complete with ALL work shown and complete answers
These problems/questions are intended for your practice and the answers (when definitive) to Level 2 quantitative problems will be provided on D2L so that students may correct their mistakes prior to exams. Assignments turned in after the due date will receive a 20% penalty per day that they are late. Correct spelling and grammar applies to all written work. Work with significant spelling/grammar issues will receive a 20% deduction.

**Level 3 Points** – One Level 3 project is required for undergraduates and two Level 3 projects are required for graduate students. These activities are designed for a deeper understanding of the material and require more time and effort. Ideas for Level 3 projects are presented at the beginning of each chapter. These kinds of activities will include case studies with research, complex quantitative problems, special projects, etc. Case studies typically involve some level of primary or secondary research. Complex problems are more comprehensive than Level 2 problems requiring more time and effort. Special projects might include short research papers, corporate projects, or working on an academic research project with an operations management faculty member. Your project will be graded on its completeness as well as presentation (professional appearance, spelling, grammar, etc.). I will score only the required number of Level 3 projects for a grade during the semester. Additional Level 3 projects will not be scored or considered extra credit.

*BADM 525 Note: You are required to submit **two** Level 3 Projects

<table>
<thead>
<tr>
<th>Objective/Assessment Matrix</th>
<th>Course Objective</th>
<th>Assessment Utilized</th>
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</thead>
<tbody>
<tr>
<td>Demonstrate familiarity with the field of operations management and its integrated relationship to other core business functions.</td>
<td>1. Demonstrated through Level 1 and 2 homework. 2. Demonstrated through exam questions.</td>
<td></td>
</tr>
<tr>
<td>Demonstrate a working knowledge of fundamental terminology, concepts, methods, and techniques of contemporary operations management focused on the lean management philosophy.</td>
<td>1. Demonstrated through Level 1 and 2 homework. 2. Demonstrated through exam questions.</td>
<td></td>
</tr>
<tr>
<td>Apply operations management methods and techniques in realistic managerial decision-making scenarios for analyzing and controlling both production and service operations management systems.</td>
<td>1. Demonstrated through Level 3 project. 2. Demonstrated through Level 1 and 2 homework. 3. Demonstrated through exam questions.</td>
<td></td>
</tr>
<tr>
<td>Demonstrate awareness of global, social, and ethical operations management issues.</td>
<td>1. Demonstrated through exam questions.</td>
<td></td>
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</tbody>
</table>

While every case will be considered on an individual basis, grades of incomplete will ordinarily not be given in this course.

**Exams** - Exams will consist entirely of multiple choice questions. Test questions are based on the material presented in the workbook. None of the exams are comprehensive, but some material does rely on your understanding of prior material. All material assigned and presented is eligible for testing on exams. Examinations are digital and will not be returned to the student, but will be kept on file. You will have two (2) hours for each exam.

To take proctored exams, you will go to your proctor’s office or a test center. You are not permitted to use any materials other than an approved business/scientific calculator and the provided formula sheet for these examinations. Exams are taken in the presence of an approved proctor.

Please review the following update from the USD Test Center as some of the testing practices have changed:

Students may consult our Frequently Asked Questions for more information: [http://www.usd.edu/online/testing-center/testing-center-frequently-asked-questions](http://www.usd.edu/online/testing-center/testing-center-frequently-asked-questions)
• The Proctor Form can be found at http://www.usd.edu/~media/files/usd-online/proctor-form.ashx?la=en

• We will no longer approve K-8 teachers and counselors to be proctors. We are however, still allowing K-12 principals, High School teachers and counselors to be approved as proctors.

Clarification of when students do and do not need to turn in a proctor form:

• Students living in Vermillion and the surrounding area:
  o Must test at the Vermillion Testing Center
  o Do not need to turn in a proctor form
  o Must make an appointment at least one business day in advance

• Students testing/living in Pierre, Rapid City, or Sioux Falls and the surrounding area:
  o Are not required to use the BoR Testing Centers in these cities
  o Do not need to turn in a proctor form if the student is testing at the BoR Testing Centers but must email us to let us know which center they are testing.

• Students testing anywhere else
  o Must turn in a proctor form at least two weeks before the exam opens, due to the increasing volume of proctor forms. Students are required to submit their initial proctor form by Friday, January 11, 2019.

We encourage the students to list multiple classes on one proctor form. If a student, however, has multiple proctors they must fill out one form for each proctor. Proctors can be a professional testing center, librarian, full time instructor at a university or college, principal, vice principal, or superintendent, full time high school teacher, high school guidance counselors, or full time member of the clergy. For students in the armed forces, education officers or an officer of a higher rank are also permissible. We will not approve HR representatives or secretaries. These and all other policies can be found on our website at http://www.usd.edu/usd-online/testing-center/

You must notify the instructor prior to an examination if you cannot take the exam during the scheduled time. Make-up exams are given on a documented emergency basis only. Since there are three exams and the test weeks have been provided, you should make every effort to take the exam during the week it is scheduled. Absent emergencies or similar circumstances the failure to give prior notice of your absence will result in a zero for that exam.

Level 1/Level 2 Workbook Discussion Board. So that all students in the class may benefit from questions regarding the workbook, workbook questions/problems may be handled through the discussion board. If you have a question regarding a problem or activity in the workbook, post it to the discussion board forum. To help organize the discussions I will then provide topics that generally correspond to the structure of the chapter(s) for the week. If you have an answer to help someone else out, please provide that. I will plan to check the discussion board once a day to monitor postings and provide occasional assistance. There are many opportunities to learn from your classmates, and I would like this discussion board to be a forum for learning from each other. Therefore, while I will monitor the discussion, the class will do most of the posting.

Online Discussion Guidelines - During online discussions you are expected to comply with good “netiquette” standards as follows.
1. Check the discussion frequently and respond appropriately. Keep paragraphs and messages to the point.
2. Focus on one subject per message and use pertinent subject titles.
3. Capitalize words only to highlight a point or for titles. Capitalizing otherwise is generally viewed as SHOUTING!
4. Be professional and careful with your online interaction.
5. When posting a long message, it is generally considered courteous to warn readers at the beginning of the message that it is a lengthy post.
6. It is not appropriate to forward someone else’s messages without his or her permission.
7. It is fine to use humor, but use it carefully. The absence of face-to-face cues can cause humor to be misinterpreted as criticism or flaming (angry, antagonistic criticism). Feel free to use emoticons such as 😃 or 🙂 to let others know you are being humorous.
8. Resist the temptation to flame others. Remember these discussions are “public” and meant for constructive exchanges that treat others as you would like to be treated.
9. If something angers you, do not respond immediately. Wait and carefully formulate your response so that it is respectful.
10. Never say anything you would not want to see on the front page of the local newspaper.

The above “netiquette” guidelines were adapted from Arlene H. Rinaldi’s article, “The Net Use Guidelines and Netiquette,” Florida Atlantic University, 1994, available from Netcom, and from Carol Geu, Instructor, USD. General netiquette guidelines can be found in the CE Online Orientation found at http://www.usd.edu/continuing-and-distance-education/upload/Online-Orientation-Guide.pdf. For more information on netiquette please review the following site, http://albion.com/netiquette/corerules.html.

Instructor Availability - During the “work week” – Monday through Friday – I will log onto the D2L course at least once a day to respond to e-mail and answer questions. I will make every effort to respond to your e-mails within 24 hours. For submitted homework I will attempt to grade and return work within 48 hours of the due date. Exams will be graded and scores posted to D2L immediately upon completion of the exam. Exams will not be returned, but students may “review” them with a telephone conference with the instructor or stop by my office if you are local.

Time Expectations - Some online students may find it easy to procrastinate with their studies because this is not a face-to-face course. To avoid this please be sure to log into the course at least two or three times per week. It is expected that each student would spend a minimum of 5-10 hours per week on this course, depending on the chapter. You need to participate each week by keeping up with the lectures, reading, and workbook activities/assignments. You cannot “catch up” by watching all the lectures the day before the exam.

Important Drop Dates - The last day to drop this course with a full refund and without the course being recorded on your transcript is Wednesday, January 16th. The last day to drop this course and receive a grade of "W" on your transcript is Monday, April 1st. Instructor initiated drops are also due by April 1st.

Learner Support - The University’s technical, academic, student, tutorial and research and writing resources support systems are outlined in the CE Online Orientation found at http://www.usd.edu/continuing-and-distance-education/upload/Online-Orientation-Guide.pdf. You should read this information.

Course Text and Materials
Lean Operations Management, by Daniel L. Tracy and Thomas C. Martin (required) - this contains prepared lecture notes, class examples, and homework. Available through the USD Barnes & Noble Bookstore and other retailers. The bookstore will ship to you. YOU CANNOT PURCHASE A USED COPY! The text is also an individual workbook and so must be a new copy.

Course Policies
Course Management - This course is presented in D2L, an effective pedagogical tool utilized by many educational institutions worldwide and provided to you by USD. Students access the course web site using the URL: http://d2l.sdbor.edu. Students will have access to many tools to assist in learning the material during the course including Level 2 answers, and other classroom materials. A discussion board for discussion outside of “class”, grades, etc. will also be available.

Attendance Policy - The Beacom School of Business attendance policy will be enforced as follows:
1. Attendance (participation) is expected each week. Failure to participate in a meaningful way during the course of any week constitutes a “virtual absence” unless otherwise approved by the instructor. This
means you will need to log in each week for lectures and other content. If you are going to be away from a computer/internet for a week or more please let me know in advance.
2. There is no penalty for the first virtual absence.
3. The final course grade will be reduced 2% for each virtual absence in excess of one, up to three virtual absences.
4. Any student with more than three virtual absences may be dropped from the course. Students will be notified in writing before being dropped.

Student Code of Ethics - Students enrolled at the Beacom School of Business are expected to maintain the highest standards of integrity and ethical principles and to adhere to the Student Code of Ethics developed and approved by Beacom School of Business students. This Code provides a frame of reference for the behavior of Beacom School of Business students in their personal, academic, and professional activities.

Student Conduct/Academic Integrity - No credit can be given for a dishonest assignment. A student found to have engaged in any form of academic dishonesty may, at the discretion of the instructor, be:

a) Given a zero for that assignment.
b) Allowed to rewrite and resubmit the assignment for credit.
c) Assigned a reduced grade for the course.
d) Dropped from the course.
e) Failed in the course

Disability Services - Any student who feels they may need academic accommodations or access accommodations based on the impact of a documented disability should contact and register with Disability Services during the first week of class or as soon as possible after the diagnosis of a disability. Disability Services is the official office to assist students through the process of disability verification and coordination of appropriate and reasonable accommodations. Students currently registered with Disability Services must obtain a new accommodation memo each semester.

Please note: If your home institution is not the University of South Dakota but one of the other South Dakota Board of Regents institutions (e.g., SDSU, SDSMT, BHSU, NSU, DSU), you should work with the disability services coordinator at your home institution.
Ernetta L. Fox, Director
Disability Services, Room 119 Service Center
(605) 677-6389
Web Site: www.usd.edu/ds
E-mail: disabilityservices@usd.edu

Diversity/Inclusive Excellence - The University of South Dakota strives to foster a globally inclusive learning environment where opportunities are provided for diversity to be recognized and respected. To learn more about USD’s diversity and inclusiveness initiatives, please visit the website for the Office of Diversity. https://www.usd.edu/diversity-and-inclusiveness/office-for-diversity

Privacy of Student Records - The Family Educational Rights and Privacy Act of 1974 (FERPA) provides that each student’s educational records remain private. No individual or group outside the educational institution shall have access to nor will the institution (including professors) disclose students’ educational records without written consent of the students. Because the professor cannot ensure that the student is the only one with access to the student’s email account, grades will not be provided via email. The student may access final grades for this course using the D2L course link.

Freedom in Learning - Under Board of Regents and University policy student academic performance may be evaluated solely on an academic basis, not on opinions or conduct in matters unrelated to academic standards. Students should be free to take reasoned exception to the data or views offered in any course
of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled. Students who believe that an academic evaluation reflects prejudiced or capricious consideration of student opinion or conduct unrelated to academic standards should contact the Dean of the Beacom School of Business to initiate a review of the evaluation.

GOOD LUCK AND HAVE FUN!!

Course Schedule

<table>
<thead>
<tr>
<th>Week Beginning</th>
<th>Chapter/Topic</th>
</tr>
</thead>
</table>
| 1/7            | Class Introduction/Syllabus  
Introduction to Operations Management  
Operations Strategy & Competitiveness |
| 1/14           | Lean Operations Management & 5S  
Product Design & Process Selection |
| 1/21           | Forecasting |
| 1/28           | Supply Chain Management  
Beer Game Simulation |
| **2/4**        | **Exam 1** (Week of 2/3-2/9, Sunday-Saturday) |
| 2/11           | Total Quality Management |
| 2/18           | Statistical Quality Control |
| 2/25           | Lean Systems |
| **3/4**        | **Spring Break Week** |
| 3/11           | Capacity Planning & Facility Location  
Transportation Model (linear programming) |
| 3/18           | Facility Layout  
Waiting Line Systems  
Push vs. Pull Activity |
| **3/25**       | **Exam 2** (Week of 3/24-3/30, Sunday-Saturday) |
| 4/1            | Work System Design |
| 4/8            | Inventory Management & Theory |
| 4/15           | Scheduling |
| 4/22           | Project Management |
| **4/27-5/1**   | **Final - Exam 3 (Not Comprehensive)**(Dates are different than on-campus Finals Week) |