

**Catawba College Syllabus for
MGT 2563E – Operations Management
CEGS – Block 3, Spr 2014**

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Class Schedule: Monday and Thursday evenings, 6:00 – 9:45 p.m.

General Learning Objectives

The student will understand the importance and complexity of the management of operational processes, including both manufacturing and service, as well as professional environments. The student will understand the need to integrate operational analysis and intuition into the management processes. The student will learn the management concepts of competitiveness, productivity, capacity planning, facility usage, inventory management, queuing systems, production/service scheduling, quality assessments/improvements, work system design, forecasting, and product/service design. The student will understand the challenges of global operational management. The student will be exposed to the National Quality Management Criteria, Category 6 – Process Management, which the professor used as a Senior National Quality Examiner for the U.S. Department of Commerce.

Prerequisites/Textbook: See Catawba Catalog/Bookstore

Course Policies:

Regular preparation and class attendance are expected and graded. Assignments are to be handed in on the dates specified. **Late assignments will not be accepted. Exams are to be taken on the dates scheduled.** The only exception will be a **documented** emergency/special cause. Note that the make up exam is different from the regular exam.

Method of Instruction:

The methods to be used in this class will include **class discussion, case analyses, videos, and participation in learning activities in class.**

Learning Assessments:

Three, multiple-choice examinations over the text and accompanying classroom material will be given. Other homework assignments and projects to assist in the learning of operations management techniques will be given as appropriate.

Grading:

The following system and scale will be used for grading:

Three (3) Multiple-Choice Examinations	80%
Attendance/Participation	<u>20%</u>
Total	100%

Note: Attendance is graded separately from participation. No make up exams will be permitted without official work, medical, or legal documentation with name and follow up phone number of source. There will be no exceptions.

Class Schedule

Session 1	Introduction and Orientation Cover Chapters 1 and part Chapter 2
Session 2	Complete Chapter 2 and Chapter 5
Session 3	** Examination #1 over Chapters 1 2, & 5 Cover Chapter 7
Session 4	Cover Chapters 8 and part Chapter 9
Session 5	Complete Chapter 9
Session 6	** Examination #2 over Chapters 7, 8 & 9
Session 7	Cover Chapter 13
Session 8	Cover Chapter 17
Session 9	** Examination #3 over Chapters 13 and 17

Dr. Anderson reserves the right to make pre-announced syllabus changes if necessary

OUTCOMES ASSESSMENT

Analytical Skills

Through the assigned cases, readings, and end-of-chapter questions, the student will learn how to analyze, synthesize, compare, and contrast data/information related to managerial decision-making.

Conceptual Skills

Class discussions, assigned readings, and a term paper will be the sources for developing the student's conceptual skills as they relate to management principles/philosophy.

Communication/Writing Skills

The student will develop his/her communication/writing skills via the assigned end-of-chapter essay questions, the term paper project, and the oral presentations of the case analyses.

Teamwork/Problem-solving Skills

Using the problem – solving step approach, the student will view select management videos that will serve as the main source for creating a sense of teamwork and problem-solving capabilities. Working in assigned teams, each student will be responsible for viewing, analyzing, and problem resolution for each video individually, and; eventually in a consensus-seeking team format.

SPECIFIC COURSE OBJECTIVES

- Describe the four management functions and the type of management activity associated with each
- Describe conceptual, technical, and human skills and their relevance for managers and non managers
- Discuss the transition to a new workplace and the management competencies needed to deal with issues such as diversity, globalization, and rapid change
- Define goals and plans and explain the relationship between them
- Explain the concept of organizational vision and mission and how they influence goal setting and planning
- Discuss how planning in the new workplace differs from traditional approaches to planning
- Define the components of strategic management

SPECIFIC COURSE OBJECTIVES (cont)

- Explain the difference between programmed and non – programmed decisions and the decision characteristics of risk, uncertainty, and ambiguity
- Identify the six steps used in managerial decision making
- Identify techniques for improving decision making in today’s fast-moving and uncertain environments
- Discuss the fundamental characteristics of organizing, including such concepts as work specialization, chain of command, line and staff, and span of management
- Explain when specific structural characteristics such as centralization and formalization should be used within organizations
- Explain the contemporary team and network structures and why they are being adapted by organizations
- Define organizational change and explain the forces for change
- Explain the techniques managers can use to facilitate the initiation of change in organizations, including idea champions, new-venture teams, and idea incubators
- Explain force field analysis and other implementation tactics that can be used to overcome resistance to change
- Explain the role of human resource management in organizational strategic planning
- Explain what the changing social contract between organizations and employees means for workers and human resource managers
- Describe how organizations develop an effective workforce through training and performance appraisal
- Define attitudes, including their major components, and explain their relationship to personality, perception, and behavior
- Identify major personality traits and describe how personality can influence workplace attitudes and behaviors
- Define the five components of emotional intelligence and explain why they are important for managers in today’s organizations
- Define leadership and explain its importance for organizations
- Explain the five sources of power and how each causes different subordinate behavior
- Discuss how leadership fits the organizational situation and how organizational characteristics can substitute for leadership behaviors
- Define motivation and explain the difference between current approaches and traditional approaches to motivation
- Describe reinforcement theory and how it can be used to motivate employees
- Discuss major approaches to job design and how job design influences motivation
- Explain why communication is essential for effective management and describe how nonverbal behavior and listening affect communication among people
- Explain the difference between formal and informal organizational communications and the importance of each for organizational management
- Explain why open communication, dialogue, and feedback are essential approaches to communication in the new workplace

SPECIFIC COURSE OBJECTIVES (cont)

- Discuss new applications of teams to facilitate employee involvement
- Explain the growth and development stages of team development
- Explain the general concepts of team cohesiveness and team norms and their relationship to team performance
- Discuss the assets and liabilities of organizational teams
- Define organizational control and explain why it is a key management function
- Discuss the use of financial statements, financial analysis, and budgeting as management controls
- Identify current trends in financial control and discuss the impact on organizations

CATAWBA COLLEGE HONOR CODE

“As a member of the Catawba College community, I will practice academic honesty, communicate truthfully, and show respect for the rights and property of others. I will also encourage others in the community to behave honorably.”