

COURSE PACKET: CONTENTS

COVERAGE: The course packet covers each part of the course, where a "part" of the course corresponds to the chapter in the Heizer-Render text of the same number.

SYLLABUS: The first part of the packet follows and contains the syllabus for the course. This is followed by a TOPICAL OUTLINE, a list of TOPICS, SUBTOPICS and READINGS, and list of SUGGESTED HOMEWORK EXERCISES for each part of the course.

THE SYLLABUS IS YOUR "GUIDEPOST" TO THIS COURSE. READ IT CAREFULLY AND KEEP IT THROUGHOUT THE COURSE FOR REFERENCE. PLEASE FOLLOW ALL RULES GIVEN IN THE SYLLABUS IN ORDER TO KEEP THIS LARGE CLASS MANAGEABLE AND IN ORDER FOR YOU TO CARRY OUT WHAT IS NEEDED FOR YOU TO SUCCEED IN THIS COURSE.

VISUALS: Following the syllabus are verbatim reproductions of the visuals used in the lectures, organized according to the parts of the course.

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Instructor: Professor H. Benson      Office: 351D Stuzin Hall  
Tel: 392-9600                              Hours: Tues. and Thurs., 1-3PM  
Live Lectures:                              M,W, Periods 8 and 9

Teaching Assistants: To be announced.

Teaching Assistants' Offices: 225 Bryan Hall  
Hours: To be announced  
E-mail addresses: To be announced  
(NOTE: We will NOT use the E-Learning System e-mail)

Required Materials: (1) Text: Heizer, Jay, and Render, Barry, Operations Management, Pearson Prentice Hall, Upper Saddle River, New Jersey, Ninth Edition, 2008

(2) Course Packet

BRIEF COURSE DESCRIPTION: Operations management is the design of the system that develops outputs and then produces outputs by transforming input resources into output products and services, and the management of this system and of the supply chain. Supply chain management, a part of operations management, is the management of the supply chain, from suppliers through customers. This course is a survey of some of the major decisions and methods of operations and supply chain management.

TO SEE PROFESSOR BENSON: It is important that you see him only during his office hours or by appointment by calling 392-9600.

If you have questions on the course material, he is ready to help you. Please have your questions as well formulated as possible.

If you have logistical questions about the course (grading policies, tests, office hours etc.) please make sure to CHECK THIS SYLLABUS FIRST before asking for help, as these sorts of questions are covered in this syllabus. If you still cannot find your answer, watch the first two days of lecture of the course and check the E-Learning System home pages for this course on the WWW. If that does not help you, then contact the HEAD T.A. with your logistical questions. The HEAD T.A. will be announced in class, as well as how to contact him or her.

TO SEE A T.A.: It is preferred that you see them during their office hours. Otherwise, please see them by appointment. You may e-mail them or call them at 392-9600. They welcome questions on course material. They can also answer some basic logistical questions on the course.

## EXAMINATIONS AND GRADING

Four operations management exams, called Exam Nos. 1,2,3 and 4, will be given in this course. In addition, the ETS Major Field Test in Business will be given in this course.

## OPERATIONS MANAGEMENT EXAMS

EXAMINATION SCHEDULE: Four operations management exams will be given in this course according to the following schedule:

Exam No. 1 Wed. , September 23, 2009, 8:20-10:10 PM  
Exam No. 2 Tues., October 27, 2009, 8:20-10:10 PM  
Exam No. 3 Wed. , December 2, 2009, 8:20-10:10 PM  
Exam No. 4 Tues., December 15, 2009, 5:30-7:30 PM

COVERAGE: These exams will not be explicitly cumulative, that is, each exam will explicitly cover only material presented since the prior exam, or, in the case of the first exam, since the beginning of the course. However, the nature of the material is such that material covered in an exam may implicitly rely on material that was covered on a previous exam. Please be aware of this implicit dependence at test times.

LOCATIONS: You will be assigned a particular classroom for each exam at least one week in advance of each test date. These assignments will be posted in several places:

- On the ISOM Bulletin Board, which is located outside 103 Stuzin.
- On the office door, 351 Stuzin Hall.
- On the E-Learning System World Wide Web pages for MAN 4504.

ANSWER KEYS AND TEST GRADES: After each exam the answer key will be posted on the ISOM Bulletin Board and on the E-Learning System Home Pages for MAN 4504.

After each exam, individual scores will be available (by UF identification number) on the E-Learning World Wide Web Home Pages for MAN 4504.

You should carefully note and save your test scores for your own reference.

ADMINISTRATION OF EXAMS: All four exams will be multiple choice, closed book and closed notes. However, formulas and statistical tables will be provided during tests as necessary. You must bring a photo ID and at least one soft pencil to each exam. Your test answers will not be graded unless you bring a photo ID. Simple calculators are permissible, but NOT graphing or programmable calculators. No other electronic devices are allowed. To maintain fairness to all students, proctors will not be allowed to answer

any questions regarding content of exams during examination periods. They can only answer administrative questions about the taking of the exam.

POST-EXAM QUESTIONS:

CASE 1: You simply have questions about the reasons behind the correct answers on an exam. Then you should:

E-mail or ask a T.A. during the T.A.'s office hours, or e-mail or ask Professor Benson during his office hours. Please do this by the end of the second Friday following each exam.

CASE 2: You want to "appeal" the grading of a question. PLEASE NOTE: Appeals in this course, unlike perhaps others of your courses, are unusual and not standard. However, in exceptional circumstances, the following process can be used:

1. Type an appeal form and turn it in. On-campus students should turn the form in to the secretary at the front desk in 351 Stuzin Hall (the ISOM department office). Off-campus students should e-mail their form to the Head TA.

2. Turn in: By 5 P.M of the second Friday following exams.

3. At the top of the appeal form type your full name, including middle name and your UF identification number. Also type at the top which test form you had for your exam and which questions you are addressing.

4. On-campus students: To obtain an answer to your appeal, check again with the secretary in 351 Stuzin Hall after 5 P.M. of the second Friday following the exam, but before the next exam. ANSWERED APPEALS NOT PICKED UP BY STUDENTS BEFORE THE NEXT EXAM WILL NOT BE SAVED BY THE ISOM OFFICE. Off-campus students: The Head TA will e-mail an answer to your appeal.

PLEASE NOTE: Each appeal should be composed by a single individual student. Results of appeals for a student should not be discussed with others. Granted appeals apply only to the individual student making the appeal. THERE ARE NO APPEALS FOR EXAM NO. 4.

## ETS MAJOR FIELD TEST IN BUSINESS

The Warrington College of Business Administration administers the ETS Major Field Test in Business to all WCBA students as part of MAN 4504. The purpose of this test is to evaluate the College's curricula and to measure the progress that students as a whole have made towards meeting the standards set forth in the University's Academic Learning Compact. The test is designed to measure mastery of business concepts, principles and knowledge expected of students at the conclusion of their core business education.

The ETS Major Field Test is a two and one-half-hour exam consisting of 120 multiple choice questions. The questions vary significantly in difficulty and attempt to cover both depth and breadth of knowledge. Subjects covered, with their approximate percentages of the test, are Accounting (15%), Economics (13%), Finance (13%), Management (15%), Marketing (13%), Quantitative Business Analysis (11%), Information Systems (10%), Legal and Social Environment (10%), and International Issues (overlapping and drawn from previous topics).

For further details about the content of the ETS Major Field Test in Business, please contact any academic advisor in the Undergraduate Programs in Business Office in STZ 267 or send an e-mail to [undergraduate.business@ufl.edu](mailto:undergraduate.business@ufl.edu).

## ADMINISTRATION OF ETS MAJOR FIELD TEST IN BUSINESS

## ON CAMPUS STUDENTS:

The ETS Major Field Test in business will be administered during the following dates:

Mon., Nov. 2 through Thur. Nov. 5, 5:00-7:30PM & 7:30-10:00 PM

For on campus students the ETS Major Field Test will be administered via computer in the Computer Science/Engineering computer lab located at CSE 211. Students will be assigned a test date and time by the first letter of their last name; these test dates and times will be available the week after the DROP/ADD period has ended. (DROP/ADD ends at the end of Friday, August 28, 2009.) These assignments will be posted in several places:

- On the ISOM Bulletin Board, which is located outside 103 Stuzin
- On the ISOM office door, 351 Stuzin Hall
- On the E-Learning System World Wide Web Pages for MAN 4504

You must take the ETS test during your assigned time. The only exceptions are 1) if you have another assembly exam scheduled during that time or 2) an emergency circumstance occurs. If you cannot take the ETS test during your assigned time, please contact the Head TA via e-mail.

No calculators or electronic devices are permitted, and there are no post exam questions or appeals.

#### STUDENTS IN THE ONLINE BUSINESS PROGRAM:

For students in the Online Business Program, the ETS Major Field Test will be administered at your regular testing site. The Online Business Program's Office will notify you directly regarding the date, time and other specific arrangements for your test site. The administration and posting of grades for the ETS Test are similar to the administration and posting of grades for Exams 1-4.

No calculators or electronic devices are permitted, and there are no post exam questions or appeals.

#### GRADING

Exams 1,2,3,and 4 each have 30 questions. Each question is worth one point. For each of exams 1-4, the number of correctly-answered questions of the 30 questions is the exam score. The range of raw scores on the ETS Major Field Test in Business is 120 to 200. A raw score on the test corresponds to a certain percentile. For example, scoring in the 90th percentile means that a student scored better than 90 percent of the students in the nation who took this test during previous terms. For purposes of assigning points for MAN 4504, students can receive 0 to 10 points for their ETS score. The conversion from percentile to a scale of 0 to 10 is done by taking one-tenth of the percentile score. If this number is an integer, then this number is the student's ETS score. If it is a fraction, we round up to the next higher integer and that number is the student's ETS score.

For example, if a student's score ranks him/her in the 85th percentile,s/he will receive 9 points (8.5 for the 85th percentile rounded up to 9.)

At the end of the semester, the lowest of each student's scores on exams 1-4 is dropped (even if it is exam 4).

The sum of the three remaining scores from Exams 1-4 is then taken.

To this sum will be added the student's score on the ETS Major Field Test in Business. This gives a final numerical score S.

The numerical scores will then be translated to final course letter grades based upon the following scale:

<u>Value of S</u>	<u>Final Course Letter Grade</u>
88 or above	A
86 through 87	A-
83 through 85	B+
75 through 82	B
73 through 74	B-
70 through 72	C+
64 through 69	C
62 through 63	C-
57 through 61	D+
48 through 56	D
46 through 47	D-
45 or below	E

Current UF policies for assigning grade points can be found at

<http://www/registrar.ufl.edu/catalog/policies/regulationgrades.htm>  
1.

There is no possibility of a student doing extra work or obtaining extra credit in an attempt to raise a test score or a final course letter grade.

MISSED EXAMS 1-4: This course has no makeup exams for exams 1-4. You should adjust your schedule so as to take these exams. Exams are the highest priority and should be taken. However, if you must miss or choose to miss an exam, you are not penalized due to the policy of the lowest of your exam 1-4 scores being dropped. Please refrain from asking the Head TA or Prof. Benson for a make-up exam. The "drop lowest score" means you can miss an exam and don't need a make-up. **TO REPEAT: THERE ARE NO MAKEUP EXAMS** in the course for exams 1-4. Thank you for your cooperation.

#### Classroom Accommodation, Attendance, Honesty Policy

1) Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Student Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

2) Attendance at lectures will not be taken. Attendance does not play a role in your final grade.

3) Students are reminded that the University has specific policies regarding academic honesty and cheating.

How to Succeed in this Course: The following hints may help you to succeed in this course.

1) Bring your packet with you to lectures. The packet reproduces verbatim the visuals used in the lectures. Thus it will help you follow the lectures.

2) Any lecture material in the packet, associated discussions of this material during lectures, and questions based upon your ability to use this material, either in a routine or in a creative way, may be covered on exams 1-4. These questions may or may not be like ones in homeworks or previous exams 1-4. But, material in the book that is NOT discussed during lectures will NOT be on any exam 1-4.

3) Do the suggested homework and check your answers on the MAN 4504 E-Learning System home page.

Note: -During the first 3-4 weeks of class, you are invited to drop by Dr. Benson's office for a few minutes so that he can get to know some of you and vice versa, especially if you attend the live lectures.

### Assurance of Learning

Each program at the Warrington College of Business Administration has developed goals and objectives that express the most valued skills and knowledge that students should be able to demonstrate upon completion of the total learning experiences in that program. The following goals and objectives are specifically mapped to MAN 4504.

The Undergraduate program goals and objectives that apply to this course are:

Goal 1: Demonstrate competency in and across business disciplines.

1A. Demonstrate knowledge and understanding of elements of economics, finance, accounting, marketing, operations management, organizational behavior, business law, information technology, and business statistics.

1B. Apply knowledge of business concepts in decision-making.

TOPICAL OUTLINE

Part 0. Getting Started and Welcome

Part 1. Operations and Productivity

Part 2. Operations Strategy in a Global Environment

Part A. Decision Making Tools

(EXAMINATION NO. 1: Covers Parts 0,1,2 and A).

Part 4. Forecasting

Part 5. Design of Goods and Services

Part B. Linear Programming

(EXAMINATION NO. 2: Covers Parts 4,5 and B).

Part 6. Managing Quality

Part S6. Statistical Process Control (and Acceptance Sampling)

Part 7. Process Strategy

(EXAMINATION NO. 3: Covers Parts 6,S6 and 7).

Part 8. Location Strategies

Part C. Transportation Models

Part 9. Layout Strategies

(EXAMINATION NO. 4: Covers Parts 8,C and 9).

## TOPICS, SUBTOPICS and READINGS

<u>Topic and Subtopics</u>	<u>Corresponding Reading in Text</u>
Part 0: Getting Started and Welcome A. OM = The Heart of the Firm B. Course Structure; Syllabus C. How to Succeed in Course	
Part 1: Operations and Productivity A. Operations and Supply Chain Management-What Are They? B. What OM's Do C. The Heritage of OM D. Operations in the Service Sector E. The Productivity Challenge	Ch.1
Part 2: Operations Strategy in a Global Environment	Ch. 2,p. 34 line 7 thru p. 39, line 9.
Part A: Decision Making Tools A. Fundamentals B. Decision Tables C. Decision Trees	Ch. A
Part 4: Forecasting A. Nature of Forecasting B. Time Series Models C. Associative Models	Ch. 4, except "Exponential Smoothing with Trend Adjustment"
Part 5: Design of Goods and Services A. Goods and Services Selection B. Product Development C. Defining a Product D. Service Design E. Product Design Aid: Decision Trees	Ch. 5
Part B: Linear Programming A. Introduction and Example B. Geometry of Linear Programs C. Sample Applications	Ch. B, except "Sensitivity Analysis"

TOPICS, SUBTOPICS AND READINGS  
(Continued)

<u>Topic and Subtopics</u>	<u>Corresponding Reading in Text</u>
Part 6: Managing Quality	Ch.6,
A. Quality and Its Strategic Role	except "The Role of
B. TQM Concepts and Tools	Inspection"
Part S6: Statistical Process Control (and Acceptance Sampling)	Ch. 6,
A. Role of Inspection	"The Role
B. Statistical Process Control (SPC)	of Inspection",
C. Acceptance Sampling	and Ch. S6
Part 7: Process Strategy	Ch. 7
A. Four Pure Process Strategies	
B. Process Analysis and Design	
C. Service Process Design	
D. Selecting Equipment & Technology	
E. Two Final Issues	
Part 8: Location Strategies	Ch. 8
A. Strategic Importance of Facilities Location	
B. Factors that Affect Location Decisions	
C. Some Methods for Locating Facilities	
D. Factors and Methods in Service Location Strategies	
Part C: Transportation Models	Ch.C
A. Use in Facility Location	
B. The Transportation Method	
C. Special Cases	
Part 9: Layout Strategies	Ch. 9
A. Introduction	
B.1-B.6. Six Layout Types	

## SUGGESTED HOMEWORK EXERCISES: CHPTRS. 1,2,A,4,5,B

Note: Appendix V of the text gives answers to all Self-Test Questions. For answers to suggested Discussion Questions and Problems, please consult the E-Learning System home pages for MAN 4504.

Chapter	Self-Test Questions	Discussion Questions	Problems
1	4,5,7,8	6,7,8	1.5,1.6,1.7,1.10
2	1,3	4,6	
A	1 thru 5;7,8	3,4,7,8,10	A.1,A.2(a)-A.2(d),A.3,A.7,A.12,A.13,A.15,A.19, Tom Tucker Case
4	1 thru 3; 5 thru 7	1,2,3,5,6,8,10, 11,12,14,16,18	4.1,4.2,4.4(a)-4.4(b), 4.8,4.11(a), 4.13,4.17,4.23, 4.24(a)- 4.24(c),4.26, 4.28,4.30,4.32, 4.41(a)- 4.41(d), 4.43(a)-4.43(b)
5	1;4 thru 7	4-6,8,10-12,15	5.1,5.5(a),5.8, 5.10,5.11,5.13, 5.14
B	1;3 thru 7	2-4,10-13	B.1,B.2,B.4- B.8,B.10,B.12, B.13,B.16(a), B.19,B.22,B.25

## SUGGESTED HOMEWORK EXERCISES: CHPTRS. 6,S6,7,8,C,9

Note: Appendix V of the text gives answers to all Self-Test Questions. For answers to suggested Discussion Questions and Problems, please consult the E-Learning System home pages for MAN 4504.

Chapter	Self-Test Questions	Discussion Questions	Problems
6	1 thru 4;6,7	1,4,6,8-12,15,17,18	6.2,6.4,6.6,6.8,6.12,6.13
S6	1	2-4,7,8,12,13,16-18	S6.1-S6.3,S6.5,S6.7,S6.10,S6.13,S6.14,S6.16,S6.17,S6.21,S6.24,S6.25
7	3;5 thru 7	1-4,6,7,9,11,13,15,16	7.1(a),7.2,7.4,7.9-7.11
8	1 thru 4;8	2,4,7,15,16	8.1-8.3,8.5,8.6,8.10,8.12(a),8.16,8.17,8.20,8.22
C	3,4,7	4-6,9,11,12	C.1,C.3,C.6,C.8,C.10,C.11(c),C.12,C.14,C.16
9	1,4,5	2,7-11,13,15,17,18	9.5-9.7,9.14,9.17,9.22