FACULTY CORE ELEMENTS	
Credit Hours/ Contact Hours	3 Credits Hours/ 45 Contact Hours
Professor	**Faculty: Professor. Ebenezer Robinson, PhD** **Email: erobinson@campus.viu.edu** **Email: robineb80@gmail.com** **Phone: (832) 752-6797** **Dr. Ebenezer Robinson was awarded his PhD degree in Business Administration at Northcentral University, Arizona. Prior to that, he had earned a Master of Business Administration in Management from the American Inter-Continental University, Houston, Texas. His undergraduate work was at California State University Carson, CA, where he earned a Bachelor of Science degree in Accounting. Dr. Robinson has taught numerous online and in-classroom courses for approximately 7 years. Robinson understand difficulties that the online and classroom environment can bring and have applied workable solutions to these issues. Dr. Robinson is passionate about helping students to learn and complete their bachelor, masters or doctoral degrees. Prior to entering the academic realm, Robinson held director posts at several organizations. He had published over 5 books and presented 6 papers at several professional and scholarly meetings. As a researcher, he has over ten scientific publications to his credit.** **(I am available by phone during the hours posted below. Outside of those hours (or if I happen to be on another line when you call), please feel free to leave a detailed voicemail. I will respond via phone or email.)** **Availability for synchronous communication:** **MON 7- 9 PM CDT** **WED 7 - 9 PM CDT** **SAT 9 - 9 PM CDT**
Course Prerequisites/ Corequisites	None
Course Description	This is an introductory course stressing operations management concepts of production/operations function and the other functional areas of the organization. This course examines the direction and control of processes that convert resources into goods and services. It deals with the broad areas of system design, operation, and control. Furthermore, this course focuses on the definition, planning implementation, and evaluation of discrete projects.

Learning/ Performance Objectives	After completing the course, students will be able to demonstrate the relationship between the production/operations function and the other functional areas of the organization. Students will be able to describe such topics as quality management, quality assurance, sampling theory, continuous improvement, lean production, just-intime, flexible manufacturing systems, supply chain management, productivity analysis, inventory management, facilities layout, location analysis, project management, and process selection and design. Students will be informed on how to apply the different models, discussed in the course, to various production/operation situations and develop an understanding of the advantages and disadvantages of their use in these situations. Students will be able explain the capability to manage projects using software such as Microsoft Project for Windows. Students will have critical knowledge on how to implement project management systems as a critical chain.
Required Textbook and Ancillary Instructional Materials	Mandatory Text(s): Jay Heizer, Operations Management, 10th Edition, Prentice Hall, 2011 ISBN-10: 0136114466 **Optional Text(s):** *none* **Library Resources:** The VIU Library is located in the Commonwealth Building. The Library also provides students with access to two (2) online libraries, LIRN and e.brary which can be accessed by clicking on **http://site.ebrary.com/lib/viulibrary**. *Online Resources* on the VIU Library homepage at **http://library.viu.edu**. **LIRN** (Library and Information Research Network): **www.lirn.net**, and **e.brary http://site.ebrary.com/lib/viulibrary**.
Instructional Methods	Lectures, multimedia elements, class discussions, case studies, projects and individual assignments

VIU Grading System	The grades of A, A-, B+, B, B-, C+, and C are passing grades, and C-, D+, D, D- and F are failing grades for graduate level courses. The grades of A, A-, B+, B, B-, C+, C, C-, D+, D, and D- passing grades, and F is failing grade for undergraduate level courses. The grade of S is passing grade and U is failing grade for ESL courses. The grade of "I" (Incomplete) is given to a student whose work has been of passing quality but who has, for compelling reasons, been unable to complete all of his or her required coursework by the end of the semester. The quality of performance in any academic course is reported by a letter grade. These grades denote the character of work and are assigned grade points as follows:
	
	      A 100-95 **A-** 94-90
	      B+ 89- 85 **B** 84 - 80 **B-** 79- 75
	      C+ 74-70 **C** 69-65 **C-** 64-60
	      D+ 59-55 **D** 54-50 **D-** 49 -45 **F** 44-0

Course Grading Scale	Achievement of course expected learning outcomes will be assessed through *a portfolio* composed of student work including comprehensive checks (CC), discussion questions (DQ), weekly assignments (WA), midterm, and final exam. Final course grade will be calculated as follows:
	      Comprehensive checks (CCs)
	      & discussion questions (DQs) 30%
	      Weekly Assignments (WAs) 30%
	      Midterm Exam 20%
	Final Exam 20% **Final Grading Elements**
	
	<table><tr><td>**Graded Item**</td><td>**Number of Assignments**</td><td>**Individual Points**</td><td>**Total Points**</td><td>**Percentage**</td></tr></table>

Weekly Assignment	12	25	300	30%	
Discussion Questions	12	25	300	30%	
Midterm Exam	1	200	200	20%	
Final Exam	1	200	200	20%	
Total Points			1000	100%	

Syllabus Last Revised Date	November 22, 2013

STUDENT CORE ELEMENTS

Students Rights, Responsibilities and Code of Conduct	All students are expected to act with civility and personal integrity; respect other students' dignity, rights and property; and help create and maintain an environment in which everyone can succeed through the fruits of their own efforts. Academic integrity includes a commitment to not engage in or tolerate acts of academic dishonesty. Academic dishonesty involves one of the following: 1) cheating on an examination or quiz; 2) buying, selling, stealing, or soliciting any material purported to be the unreleased contents of a forthcoming examination, or the use of such material; 3) substituting for another person during an examination or allowing such substitution for one's self; 4) plagiarizing, the act of appropriating passages from the work of another individual, either word for word or in substance, and representing them as one's own work; 5) colluding with another person in the preparation or editing of assignments submitted for credit, unless such collaboration has been approved in advance by the instructor; 6) copying the institution's software without permission of the copyright holder or placing personal software on the institution's computers or damaging or destroying software or computers; and other forms of academic dishonesty include selling or purchasing examinations, papers or other assignments and submitting or resubmitting the same paper for two different classes without explicit authorization. When an instructor suspects academic or non-academic dishonesty, the faculty member will exercise her/his academic judgment in light of the particular circumstances and the student's academic history. Consultation with the Executive Vice President of Academic Affairs and/or the department chair throughout the process is encouraged.
Plagiarism Policy	Plagiarism is a serious offense in the School of Business as we are preparing candidates who will assume positions with international business organizations requiring high degrees of trust, ethics, and legal responsibilities. Although plagiarism is defined and viewed differently depending upon the culture, the VIU School of Business defines plagiarism as follows: 1. Turning in someone else's work as your own 2. Copying words or ideas from someone else without giving credit 3. Using your own work from a previous course and not citing that work as such 4. Failing to put a quotation in quotation marks 5. Giving incorrect information about the source of a quotation 6. Changing words but copying the sentence structure of a source without giving credit 7. Copying so many words or ideas from a source that it makes up the majority of your work, whether you give credit or not **Plagiarism is an act of fraud. It involves both stealing someone else's work and lying about it afterward.** Most cases of plagiarism can be avoided, however, by citing sources. Simply acknowledging that certain material has been borrowed and providing your audience with the information necessary to find that source is usually enough to prevent plagiarism. *(Credited Source: http://plagiarism.org/plagiarism-101/what-is-plagiarism)*

Honor Code	All students are expected to act with civility and personal integrity; respect other students' dignity, rights and property; and help create and maintain an environment in which everyone can succeed through the fruits of their own efforts. Academic integrity includes a commitment to not engage in or tolerate acts of academic dishonesty. Academic dishonesty involves one of the following: 1) cheating on an examination or quiz; 2) buying, selling, stealing, or soliciting any material purported to be the unreleased contents of a forthcoming examination, or the use of such material;

	3) substituting for another person during an examination or allowing such substitution for one's self; 4) plagiarizing, the act of appropriating passages from the work of another individual, either word for word or in substance, and representing them as one's own work; 5) colluding with another person in the preparation or editing of assignments submitted for credit, unless such collaboration has been approved in advance by the instructor; 6) copying the institution's software without permission of the copyright holder or placing personal software on the institution's computers or damaging or destroying software or computers; and other forms of academic dishonesty include selling or purchasing examinations, papers or other assignments and submitting or resubmitting the same paper for two different classes without explicit authorization. When an instructor suspects academic or non-academic dishonesty, the faculty member will exercise her/his academic judgment in light of the particular circumstances and the student's academic history. Consultation with the Associate Vice President of Academic Affairs and/or the department chair throughout the process is encouraged.
Student Complaint Policy	**VIU Formal Complaint Procedure** VIU faculty and staff attempt to create, in all areas, an atmosphere that is conducive to learning. For this reason, VIU has established a procedure to address any school-related problems, concerns, or complaints. Most academic concerns will be handled by the instructors directly: 1. Students should first discuss the problem with the instructor. 2. Then with the Dean of the School, if necessary. 3. If the problem is not resolved at that level, the student should then contact the Associate Vice President of Academic Affairs. VIU team members maintain an open-door policy. Students may express concerns to any administrator. Complaints, however, are best handled by following the above-stated procedure. At the written request of the student, an ad-hoc Grievance Committee comprised of the Associate Vice President of Academic Affairs, one senior faculty member, the Dean of the School, and other invited staff or faculty. The Committee will convene to address concerns which remain unresolved. The ad-hoc Grievance Committee will convene within ten (10) working days of a written request from the student. The student will be notified of the committee's decision within three working days of the meeting. If after following the above stated procedure, the student feels that his or her concerns have not been resolved, he or she may address these concerns in writing to the following organizations

Verify Student Enrollment	It is the student's responsibility to verify that s/he is enrolled as a student in this course. Students attending an incorrect course or not registering for the proper course risk losing credit for the course they are required to take, losing the money paid for the course, being dropped from the course that are required to take as well as risking their F1 student status due to their not being enrolled as a full-time student.
Inclement Weather Policy	Students may encounter problems including inclement weather on occasion and should inform their instructor should there be any issues as soon as possible.
Attendance Policy VIU Online	The University faculty strive to provide a quality learning environment for all students. Therefore, good academic standing requires participation of students in all class-related activities. Therefore, attendance at VIU is mandatory. There are only two acceptable reasons for absence from class: 1) serious illness on the part of the student or 2) a family emergency. Absence for unexcused reasons may negatively affect the student's final course grade.

	Attendance in an online classroom for a given week is based the student's engagement in an academically related activity that can be documented. The following are academically related activities for the purposes of attendance: • Meaningful participation in an online discussion • Quizzes, tests, assignment submissions, and other work that is graded by the instructor. • Student initiating contact with a faculty member to ask a course-related question via email or chat room The following are not acceptable for purposes of attendance: • Student-tracking of course site login • Student posting of bio in Discussion forum Attendance in the VIU online classroom is collected in weekly cycles. For administrative purposes, the date that attendance is recorded for is the Saturday of each week, regardless of the day of the week on which the semester starts. If a week spans over two months, the attendance for that week will be reported as a part of the later month. A weekly unit in VIU Online Education consist of activities that students are engaged in from a Monday to the following Saturday. The last day of attendance of an online class is defined as the last day in which the student was engaged in an academically related activity that can be documented.
Cell Phone and Other Media Use Policy	As in the professional environment, the use of cell phones and other multi-media tools should not be used during synchronous communication during the course.
VIU's Americans with Disabilities (ADA Policy)	Virginia International University is committed to ensuring that all of its facilities and programs are accessible to all persons. If you believe you may qualify for course adaptations or accommodations in accordance with the Americans with Disabilities Act and/or Section 504 of the Rehabilitation Act, it is your responsibility to contact Human Resources for an accommodation approval letter. Once you have coordinated services with Human Resources, please provide your letter of accommodation to the instructor no later than the second class session.

Email Policy	All VIU School of Business students are required to use their provided VIU email addresses only when communicating with VIU professors and or staff, submitting assignments, and all other correspondence. Use of the VIU email system ensures that student emails are easily recognized, documented through the VIU computer system, and allow the University to maintain consistency and compliance in our electronic communication with students. **As a VIU student, it is your responsibility to check your VIU provided email daily as this is the primary email address VIU uses to contact students.**
Additional Information Regarding VIU Policies	Students should refer to the Virginia International University Handbook for additional and/or more specific information on University policies and guidelines.
Additional Course Specific Policies	All work must be turned in on time according to the announced schedule. Schedule and activities may be subject to change. Consult the class web site for the latest information. **Assignment Submission Guidelines:** Each assignment turned in must include the following on a title page: • First Name, Last Name • Complete Date of Submission (Month Day, Year) • Course Number and Name (MBA 611 – Law) • Assignment Reference (Homework Assignment 3) ☐ Page numbers
	Assignment submissions must adhere to the APA standards, and use APA referencing style. The dynamics of coverage of topics and the deadlines of assignments are given in Attachment A: **Assignments and Course Calendar/Schedule** **Late Work Policy:** Assignment due dates will adhere to the following schedule: • Initial Discussion Posts Day 2 (Tuesday) • Portfolio Assignments Day 4 (Thursday) • Peer Response Posts Day 6 (Saturday) No assignments will be accepted beyond Day 7 of the current week. **Grades:** You may expect to receive your grades and personal feedback no later than four days after the due date for a given assignment. For example, feedback for your portfolio assignments will be provided no later than Day 1 of the following week. Since weekly discussions require an initial response due on Day 2) and responses posts (due on Day 6), discussion grades will be posted on Day 3 of the following week. **Rubrics:** Rubrics for each assignment will be provided with the directions for each assignment in the online classroom. It is suggested that you use the rubric as a checklist to ensure that your assignments meets the set criteria. Your instructor will use the rubric to evaluate your work.
KEEPING YOUR COURSEWORK	You will have access to your coursework from the course start date, until the last day of the session. After that time, you will no longer be able to access the course or related materials. We strongly recommend that you retain copies of your completed assignments and any documents you wish to keep. The university is not responsible for lost or missing coursework.

COURSE EVALUATION	Two times during the session, once at or near the middle and once at the end of the course, you will receive an e-mail inviting you to submit an online evaluation of the course and instruction. All submitted course evaluations are confidential, and only aggregate data and comments will be shared with the Instructor. No responses given will affect your grade in any way. Your feedback is important in the VIU efforts to continuously improve programs.

ACADEMIC ELEMENTS	
Syllabus Modification Statement	Although this syllabus reflects the professors attempt to provide students with the most accurate and current information regarding this course, the syllabus also represents a living document which *may* require subsequent modification. Although no substantial changes will be made in terms of the assignments, course grading policy, or course structure, the professor for this course as well as the University/School reserve the right to make modifications to the syllabus designed to improve the overall course deliver and student satisfaction. In the event such modifications are necessary, students in this course will be notified in writing along with the Dean's Office for the School.
Curriculum Attachments	ATTACHMENT A: COURSE SCHEDULE ATTACHMENT B: COURSE REFERENCE LIST ATTACHMENT C: ELEMENTS OF THE ONLINE CLASSROOM

ATTACHMENT A: COURSE SCHEDULE

DATE	TOPICS	TEXTBOOK, OTHER READINGS & ASSIGNMENTS
Week 1 (MAR 03- MAR 09)	**Introduction to Operations Management** 1.1 Explain and describe productivity improvements. 1.2 Identify and define the 10 decisions of operations management.	1. Read the Course Syllabus 2. Review all Aspects of the Course Classroom with special emphasis on "Course Home," "Course Schedule and Calendar," "Course Policies," "Course Components," "Assignment Expectations," & "Discussion Rubric." 3. Read Chapters 1- 3 in your text. 4. Conduct the Discussion & Application assignments listed for Week 1 in the course classroom. 5. (Initial Discussions Post - Day 2 Tuesday), (Portfolio Assignments - Day 4 Thursday), & (Peer Response Post- Day 6 Saturday). Submit all assignments not later than the suspense below. SUSPENSE: 1 P.M., 09 MAR 2014
Week 2 (MAR 10 – MAR 16)	**Designing Operations** 2.1 Discuss the qualitative and quantitative forecasting techniques. 2.2 Describe how to build a product development system for the firm.	1. Read Chapters 4-6 in your text. 2. Conduct the Discussion, Application, and Project Assignments listed for Week 2 in the course classroom. 3. (Initial Discussions Post - Day 2 Tuesday), (Portfolio Assignments - Day 4 Thursday), & (Peer Response Post- Day 6 Saturday). Submit all assignments not later than the suspense below. SUSPENSE: 1 P.M., 16 MAR 2014
Week 3 (MAR 17 - MAR 23)	**Process Strategy** 3.1 Discuss the Location Strategies, Layout Strategies, and operating efficiency. 3.2 Describe the Human Resources, Job Design, and Work Measurement.	1. Read Chapters 7-9 in your text. 2. Conduct the Discussion & Application Assignments listed for Week 3 in the course classroom. 3. (Initial Discussions Post - Day 2 Tuesday), (Portfolio Assignments - Day 4 Thursday), & (Peer Response Post- Day 6 Saturday). Submit all assignments not later than the suspense below. SUSPENSE: 1 P.M., 23 MAR 2014

Week 4 (MAR 24 –MAR 30)	**MID -TERM EXAM**	1. Read Chapter 10 in your text. 2. Submit the Mid-Term Exam (paper) not later than the suspense below. SUSPENSE: 1 P.M., 30 MAR 2014
Week 5 (MAR 31 - APR 06)	**Managing Operations** 5.1 Discuss and evaluate supply chain management. 5.2 Assess and understand aggregate planning for customer demands.	1. Read Chapters 11-13 in your text. 2. Conduct the Discussion & Application Assignments listed for Week 5 in the course classroom. 3. (Initial Discussions Post - Day 2 Tuesday), (Portfolio Assignments - Day 4 Thursday), & (Peer Response Post- Day 6 Saturday). Submit all assignments not later than the suspense below. SUSPENSE: 1 P.M., 06 APR 2014
Week 6 (APR 07 - APR 13)	**Material Requirement Planning** 6.1 Discuss and evaluate material requirements planning and distribution resource planning. 6.2 Assess and explain the relationship between short-term scheduling, capacity planning, aggregate planning, and a master schedule.	1. Read Chapters 14-15 in your text. 2. Conduct the Discussion and Project Assignments listed for Week 6 in the course classroom. 3. (Initial Discussions Post - Day 2 Tuesday), (Portfolio Assignments - Day 4 Thursday), & (Peer Response Post- Day 6 Saturday). Submit all assignments not later than the suspense below. SUSPENSE: 1 P.M., 13 APR 2014
Week 7 (APR 14 - APR 20)	**Just-In-Time and Lean Production Systems** 7.1 Describe and appraise the concepts of Just- in-time and Lean Production Systems . 7.2 Discuss and describe design improvements and backup components to improve reliability.	1. Read Chapters 16-17. 2. Conduct the Discussion & Application Assignments listed for Week 7 in the course classroom. 3. (Initial Discussions Post - Day 2 Tuesday), (Portfolio Assignments - Day 4 Thursday), & (Peer Response Post- Day 6 Saturday). Submit all assignments not later than the suspense below. SUSPENSE: 1 P.M., 20 APR 2014
Week 8 (APR 21 - APR 26)	**FINAL EXAM**	1. Submit the Final Exam (paper) not later than the suspense below. SUSPENSE: 1 P.M., 26 APR 2014

ATTACHMENT B: COURSE REFERENCE LIST

Below are other optional readings for further enrichment regarding course content. These are intended to provide other support or refreshment of topics relevant to the course that are or are not directly instructed upon during the course.

Types of Assignments

There are typically three types of assignments you will complete in the online classroom. They are:

- Discussion
- Application
- Project

Discussion

Each week has at least one Discussion. The exchange of ideas between colleagues is a key aspect of learning; therefore, you should routinely make use of the discussion board.

Each Discussion consists of the following:

- Introductory information to be considered prior to making your initial posting in the Discussion.
- A Discussion activity, in which you are asked to interact with your colleagues to brainstorm ideas, practice using new skills and strategies, and apply your knowledge.

For each Discussion, you will be directed to:

- Post your initial thoughts/insights/ideas for your colleagues to consider.

- Read a sampling of your colleagues' postings.
- Respond to *at least two* of your colleagues' postings during the week.
- Review your initial posting and consider your colleagues' responses and your own learning.

You are expected to participate in Discussions a minimum of two different days each week. Your participation in class is tracked through the Discussion area. Postings in the Class Café *do not* count as class participation.

Grading of Discussion Assignments

Unlike traditional assignments where submitted documents are graded by your instructor, in Discussion assignments, your posts are graded against a rubric which you can view at any time under the Rubrics section of each week. You can make quality Discussion posts by:

- Adhering to posting requirements in each assignment.
- Making certain there are no parts of the assignment you failed to address.
- Proofreading your post before posting it.
- Participating in accordance with the assignment requirements. ☐   Posting in the Discussion in a timely manner.

You are welcome to offer more information in your initial posting than is required and to respond to more than the required number of your colleagues' postings.

Discussions in this course have been structured to build on the comments of others, and timely participation is important to ensure that everyone has the necessary input from others to complete their own work.

Application

Each week has at least one Application assignment. The Application Assignments provide an opportunity to apply concepts and strategies to an authentic context. They will help you apply knowledge of the content that has been covered in a week.

Typically, Application assignments are written papers that are submitted to the Instructor at the end of the week. The assignments require you to pull together information from the Learning Resources, the Discussion area, the Internet, and your own experiences to address an issue from the perspective of a real situation. *Unless otherwise noted, Application Assignments must follow APA (American Psychological Association) guidelines.*

ATTACHMENT C: ELEMENTS OF THE ONLINE CLASSROOM

Below are some tips to get you started and on the right track for your online classes. The list is not exhaustive and what works for some might not work for others.

1. **Know what to expect**
   You can expect to spend approximately 18 hours per 8-week online course each week engaged in reading and experiencing course content, completing course assignments, and participating in online discussions and collaborative projects. Each week contains activities and assignments designed to increase your understanding of a given topic.

2. **Get To Know the People in the Class**
   Be sure to get to know your instructor and the other students in the class. Make your online presence known by updating your online profile! Creating a short biography of yourself also allows for others to get to know you and engage you in a more profound way in the virtual campus. Take advantage of opportunities for introductions early in the course and try to get to know the other students and faculty.

3. **Create a Schedule for Yourself and Get Organized**
   In order to keep on track and be successful from the start, you should make a schedule and stick to it! Scheduling your time is crucial in the virtual classroom because it can sometimes be hard to track the various tasks or assignments that are due. Online studying should be a part of your daily life. Set aside time each week to check your course for updates.

4. **Develop Good Habits**
   It is not easy to break old habits! Establish a routine (or re-establish it if you are off track) and stick to it. Your schedule is key to maintaining a steady routine and getting organized. Create your schedule and stick to it! Check your organizer/day planner often. See what tasks you have to work on each week and organize your days accordingly. Do not wait until the last minute for your tasks, projects and assignments!

5. **Be Present**
   Being present means that you are focused on the course and the tasks at hand. This will help you in the learning process as you will explore new topics and issues from the perspective of the other participants in the course. Be sure to clear your schedule and make sure that you have dedicate time to being present in your online class.

6. **Avoiding Technical Issues**
   Invest in your technology for the course as it is an investment in you and your experience in the course. Your technology is your method of "driving" to class every day. Be sure that your "virtual car" is in working order. Keep your technology up to date with updated software and all of the tools that you might need to be successful. Be sure to contact IT if you have problems with your student portal or Moodle.

7. **Establish a Study Network**

   One of the most rewarding experiences is being able to discuss ideas and issues about the class material outside of class. You can do this by contacting other students in the course and arranging for study live study session together or via email.

8. **Netiquette**

   Be respectful of others in the class. Avoid remarks that could be offensive or seen as sarcasm. Avoid using all capital letters or bolding. This can be perceived as shouting. Also consider being as concise as possible, by stating your replies without over doing it.

9. **Keep your Goals in mind**

   Remember why you started classes! All of us at VIU are committed to your success so you have a team of people to help you keep motivated.

Virginia International University
SPRING II 2014
School of Business
MBA 643 Operations Management ONLINE SYLLABUS

COURSE APPROVAL FORM

Professor Signature	Dr. Ebenezer Robinson 03/03/2014 Name Date
Dean Signature	Dr. Michael Ross 03/03/2014 Name Date