



# COURSE SYLLABUS

Course Prefix & Number	Bus 360
Course Name	Principles of Production-Operations Management
Term	Fall 2022

## 1. COURSE INFORMATION

### 1.1. Instructor Information

<b>Instructor:</b>	Dr. C.R. Marshall
<b>Office:</b>	CPS 320
<b>Physical Office Hours:</b>	Wausau & Marshfield: My plan is to be in the classroom before and after class on Tuesday. Stevens Point: Wednesday 11:00 – 12:00, 3:30 – 4:30 and by Appointment. Since all my classes are either hybrid or fully online, half of my office hours are virtual.
<b>Virtual Office Hours:</b>	By Appointment (Instead of making you adjust to my schedule, I will do my best to adjust to yours)
<b>E-mail:</b>	<a href="mailto:CMarshal@uwsp.edu">CMarshal@uwsp.edu</a> ← <b>This is the best way to get in touch</b> (I no longer have a land line in my office)
<b>Expected Instructor Response Time:</b>	Same day or next day during the week. Slightly longer on the weekend.

### 1.2. Course Information

<b>Course Description:</b>	Use quantitative management science techniques such as facility layout, process planning, work measurement, inventory control, scheduling, quality control, forecasting, linear programming (LP), just in time (JIT), and statistical process control (SPC) to solve operational problems. For SBE majors.
<b>Credits:</b>	3
<b>Prerequisites:</b>	Either MATH 354 or MATH 255, and one of the following: MATH 109, MATH 111, or MATH 225

### 1.3. Textbook & Course Materials

<b>Required Text:</b>	<u>Operations Management 12<sup>th</sup> ed.</u> by Heizer & Render (2017)
<b>Recommended Texts:</b>	None
<b>Other Readings:</b>	Read the Primers in Canvas
<b>Other Required Materials / Applications:</b>	A financial or business calculator ( $y^x$ , $x^y$ or $\wedge$ keys) and (log or ln keys), Excel


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## 1.4. Course Technology

<b>Course Website:</b>	Canvas
<b>Other Websites:</b>	None
<b>Course Delivery:</b>	50% Hybrid

**Delivery Mode Changes:** Changes to course delivery may occur at any time during the term to address public health and safety concerns.

**Canvas Support:**

Click on the HELP button (  ) in the global (left) navigation menu and note the options that appear:

- Ask Your Instructor a Question  
*Submit a question to your instructor*
  - Use Ask Your Instructor a Question sparingly; technical questions are best reserved for Canvas personnel and help as detailed below.
- Chat with Canvas Support (Student)  
*Live Chat with Canvas Support 24x7!*
  - Chatting with Canvas Support (Student) will initiate a *text chat* with Canvas support. Response can be qualified with severity level.
- Contact Canvas Support via email  
*Canvas support will email a response*
  - Contacting Canvas Support via email will allow you to explain in detail or even upload a screenshot to show your difficulty.
- Contact Canvas Support via phone  
*Find the phone number for your institution*
  - Calling the Canvas number will let Canvas know that you're from UWSP; phone option is available 24/7.
- Search the Canvas Guides  
*Find answers to common questions*
  - Searching the [Canvas guides](#) connects you to documents that are searchable by issue. You may also opt for [Canvas video guides](#).
- Submit a Feature Idea  
*Have an idea to improve Canvas?*
  - If you have an idea for Canvas that might make instructions or navigation easier, feel free to offer your thoughts through this Submit a Feature Idea avenue.

Self-train on Canvas through the Self-enrolling/paced Canvas training course: <https://uws.instructure.com/courses/45767>

**UWSP Technology Support:**

The Office of Information Technology (IT) provides a Service Desk to assist students with connecting to the Campus Network, virus and spyware removal, file recovery, equipment loan, and computer repair. You can contact the Service Desk via email at [techhelp@uwsp.edu](mailto:techhelp@uwsp.edu) or at (715) 346-4357 (HELP) or visit: <https://www.uwsp.edu/infotech/Pages/ServiceDesk/default.aspx>

For technology instruction sheets, online support videos, and other related resources, go to: <https://www.uwsp.edu/online/Pages/Student-Support.aspx>

The university also provides a Technology Tutoring service in which tutors meet with students one-on-one to provide technology assistance. To receive help of this nature visit: <https://www3.uwsp.edu/tlc/Pages/TechEssentials.aspx>

Additional tools designed to help students taking online or hybrid courses can be found at: <https://www.uwsp.edu/online/Pages/Online%20Student%20Orientation.aspx>

## 2. LEARNING OUTCOMES

### 2.1. Course Goals

The objective of this course is to study the methods used by operations and production managers to make decisions in a company's pursuit of its strategic goals and objectives. Mathematical and spreadsheet tools will be reviewed and or developed as needed.

### 2.2. Course Learning Objectives

This is basically a tools-based course. The objective is for you to be able to apply the tools to:

- Define business problems in terms of the course tools
- Analyze business problems in terms of the course tools
- Evaluate business problems and make decisions using the course tools

### 2.3. Academic Unit

**SBE Mission:**

The UW-Stevens Point School of Business and Economics creates career ready graduates and leaders through applied learning. We serve the businesses, economy, and people of the greater Central Wisconsin region. We specialize in preparing students for success by providing professional development experiences, access to employers, and in-demand skills.

The SBE achieves its mission by valuing:

- Talent development
- Lifelong learning

- Career preparation
- On the job experiences
- Community outreach
- Regional partnerships
- Continuous improvement

**Accreditation  
Commitment:**

SBE is accredited by the Association to Advance Collegiate Schools of Business (AACSB), a designation earned by only 5 percent of world business schools. Accreditation instills a culture of continuously improving our programs through connections with local business leaders, alumni and the community.

### 3. COURSE POLICIES

**3.1. Attendance**

While not exactly attendance, you need to keep up with the schedule. You also need to check your UW-SP email regularly.

**3.2. Late Work**

Late work may not be accepted. If accepted, late work will lose 25% per calendar day.

**3.3. Etiquette/Netiquette**

Be professional

### 4. GRADING

**4.1. Grading Scheme<sup>\*(see 4.2)</sup>**

Letter Grade	Percentage Range ( x = your score )				
A or A-	90.0%	≤	x	≤	100.0% (or other max)
B+, B or B-	80.0%	≤	x	≤	89.9%
C+, C or C-	70.0%	≤	x	≤	79.9%
D+ or D	60.0%	≤	x	≤	69.9%
F	0.0%	≤	x	≤	59.9%

**4.2. Grading Notes**

The above is the default grading scheme before any curve is applied. Grades may be curved from there at the discretion of the professor.  
If curved, I generally place roughly the top 25% of the students with a A or A- and roughly 75% of students with a A, A-, B+, B or B-. I will use whichever system gives students the higher grade.

**4.3. Points Available**

Assignments and Points Available are listed in Canvas.

## 5. COURSEWORK DESCRIPTIONS & COMMENTARY

### 5.1. Exams

### 5.2. Quizzes

Whether you call them exams or quizzes, there is one for each chapter and they are on your schedule in Canvas.

### 5.3. Assignments

Check Canvas.

### 5.4. Smiley Professional Events (or Pro Events)

Several UWSP departments and programs, including the School of Business & Economics, sponsor **Smiley Professional Events (or Pro Events)**.

Pro Events connect you to:

- *Campus* (e.g., academic coaching, student clubs);
- *Community* (e.g., Rotary, Business Council): and
- *Careers* (e.g., internships, networking).

As an SBE student, you will be able to choose from a wide variety of speakers, workshops and special events. With over 300 events per year on the Pro Events calendar, you will have significant flexibility in selecting your events. Whatever you choose, Pro Events will help you to make the most out of your time as a student and to prepare for transitioning into a successful career.

Visit the Pro Events web site ([proevents.uwsp.edu](http://proevents.uwsp.edu)) for announcements of upcoming events. You can also follow us on social media. Facebook: [UWSP School of Business & Economics](#)  
Twitter: [@UWSPBusiness](#)

For this course, you must attend **ONE** official Pro Events. One event must be before the mid-semester cut-off; a second event must be before the end-of-semester cut-off. Check the Pro Events webpage for the cutoff dates.

If you go to extra events before the mid-semester cut-off, those credits will carry over into the second half of the semester. Attendance at each event will count for 5 points towards your final grade. I will enter points for the events once at the end of the semester.

As we continue Pro Events during COVID, there will be a variety of ways to earn your credits:

- Attend virtual (Zoom) events in real time; receive attendance credit directly by signing in with your Point card.
- Watch recordings of past events; receive attendance credit after you submit report via Anderson Center Canvas page.

- Attend occasional live events on campus; receive attendance credit directly.
- Attend off-campus live events; take Events Attendance form and obtain signature.

Attendance at Pro Events will be confirmed with automatic emails to you and updated on the Pro Events web site. Please allow a week for confirmation of attendance at events held outside the SBE, such as Career Services events. If you have a question about Pro Events attendance, please email [proevents@uwsp.edu](mailto:proevents@uwsp.edu).

If you have multiple courses or affiliations with Pro Events requirements, it is your responsibility to make sure you have attended enough events for each course/affiliation. If you have not attended enough events to cover all of your requirements, your attendance will be allocated to your courses in alpha-numeric order followed by any other affiliations.

After the mid-semester cut-off and the end of this semester's events, I will receive reports confirming your attendance. You do not need to do anything else. **NOTE: I enter the points for Pro-Events Once, at the end of the semester.)**

Hint: if you are having trouble finding events that fit your schedule, check out the "Create Your Own Event" option (<https://www.uwsp.edu/busecon/Pages/Events/create.aspx>). You can meet with an expert from Career Advising, Financial Coaching or Academic Coaching. During "Kickstart Your Career," there's the special "Lunch with a Leader" program that allows you to set up a lunch with a local business expert to learn more about their industry, company and profession. Normally, the Anderson Center pays the cost of lunch for SBE students and their guests; during this COVID era, the lunches will be "virtual" (Zoom).

## 6. SCHEDULE

### 6.1. Dates and Deadlines

You will find a course schedule in Canvas. This schedule is subject to change with appropriate notice. The course schedule is organized by **Textbook Chapter** rather than by calendar week.

University deadlines such as the last day to drop can be found in the UWSP Academic calendar here: <https://www.uwsp.edu/acadaff/Pages/AcademicCalendar.aspx>

## 7. OTHER ADMINISTRATIVE DETAILS

### 7.1. ADA / Equal Access for Students with Disabilities

The American Disabilities Act (ADA) is a federal law requiring educational institutions to provide reasonable accommodations for students with disabilities. Links to UWSP's policies regarding ADA, nondiscrimination, and Online Accessibility (IT & Communication Accessibility) can be found at: <https://www.uwsp.edu/datc/Pages/uw-legal-policy-info.aspx>

UW-Stevens Point will modify academic program requirements as necessary to ensure that they do not discriminate against qualified applicants or students with disabilities. The modifications

should not affect the substance of educational programs or compromise academic standards; nor should they intrude upon academic freedom. Examinations or other procedures used for evaluating students' academic achievements may be adapted. The results of such evaluation must demonstrate the student's achievement in the academic activity, rather than describe his/her disability.

If modifications are required due to a disability, please inform the instructor and contact the Disability Resource Center (DRC) to complete an Accommodations Request form. The DRC is located in room 108 in the Collins Classroom Center (CCC). For more information, call 715-346-3365 email [drc@uwsp.edu](mailto:drc@uwsp.edu), or visit: [www.uwsp.edu/drc](http://www.uwsp.edu/drc)

### ***7.2. Nondiscrimination Statement***

No person shall be discriminated against because of race, ethnicity, color, age, religion, creed, gender, gender identity, sexuality, disability, nationality, culture, genetic information, socioeconomic status, marital status, veteran's status, or political belief or affiliation and equal opportunity and access to facilities shall be available to all. To address concerns regarding any of these issues please call 715-346-2606 or visit:

<http://www.uwsp.edu/hr/Pages/Affirmative%20Action/About-EAA.aspx>

### ***7.3. SBE Inclusivity Statement***

It is my intent that students from diverse backgrounds and perspectives be well-served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that the students bring in and out of class be viewed as a resource, strength, and benefit. Every person has a unique perspective and we learn from hearing many of them, but not all perspectives are represented in course readings. So, learning depends upon all of you contributing to the class with your own opinions and perspectives. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, or for other students or student groups.

If you have experienced a bias incident (an act of conduct, speech, or expression to which a bias motive is evident as a contributing factor regardless of whether the act is criminal) at UWSP, you have the right to report it using this link. You may also contact the Dean of Students office directly at [dos@uwsp.edu](mailto:dos@uwsp.edu)

### ***7.4. Religious Beliefs Accommodation***

It is UW System policy (UWS 22) to reasonably accommodate your sincerely held religious beliefs with respect to all examinations and other academic requirements. A direct link to this policy can be found here: [https://docs.legis.wisconsin.gov/code/admin\\_code/uws/22](https://docs.legis.wisconsin.gov/code/admin_code/uws/22)

### ***7.5. Help Resources***

This section offers help resources relating to academic tutoring, healthcare, counseling, and other matter of student wellbeing. For help recourse related to technology use, please see section 1.4 above.

The Tutoring and Learning Center helps with Study Skills, Writing, Technology, Math, & Science. The Tutoring and Learning Center is located at 018 Albertson Hall. For more information, call 715-346-3568 or visit: <https://www.uwsp.edu/tlc/Pages/default.aspx>

If you need healthcare, UWSP Student Health Service provides student-centered healthcare that empowers and promotes wellness for all UWSP students. Student Health Service is located on the 1st floor of Delzell Hall. For more information, call 715-346-4646 or visit: <http://www.uwsp.edu/stuhealth/Pages/default.aspx>

The UWSP Counseling Center is staffed with licensed mental health professionals dedicated to assisting students as they navigate difficult circumstances or resolve personal concerns. Therapy and consultation services are free of charge for registered students. The UWSP Counseling Center is located on the 3rd Floor of Delzell Hall. For more information, call 715-346-3553 or visit: <http://www.uwsp.edu/counseling/Pages/default.aspx>

In addition to the support services provided by Student Health Service and the UWSP Counseling, there are also professional support services available to students through the Dean of Students. The Office of the Dean of Students supports the campus community by reaching out and providing resources in areas where a student may be struggling or experiencing barriers to their success. Faculty and staff are asked to be proactive, supportive, and involved in facilitating the success of our students through early detection, reporting, and intervention. As such, an instructor may contact the Office of the Dean of Students if he or she senses that a student is in need of additional support beyond what the instructor is able to provide. For more additional information, please go to <http://www.uwsp.edu/dos/Pages/default.aspx>

UWSP students may also share a concern directly if they or another member of our campus community needs support, is distressed, or exhibits concerning behavior that is interfering with the academic or personal success and/or the safety of others. Please report any concerns of this nature at: <https://www.uwsp.edu/dos/Pages/Anonymous-Report.aspx>

### ***7.6. Emergency Response Guide***

In the event of an emergency, follow UWSP's emergency response procedures. For details on all emergency response procedures, please go to: <https://www3.uwsp.edu/emergency/Documents/UWSP%20Emergency%20Guidebook.pdf>

### ***7.7. UWSP Community Bill of Rights and Responsibilities***

UWSP values a safe, honest, respectful, and inviting learning environment. In order to ensure that each student has the opportunity to succeed, a set of expectations has been developed for all students, staff, and faculty. This set of expectations is known as the Rights and Responsibilities document, and it is intended to help establish a positive living and learning environment at UWSP. For more information, go to: <https://catalog.uwsp.edu/content.php?catoid=10&navoid=422#section-1-communal-bill-of-rights-and-responsibilities>

### ***7.8. University Attendance Policy***



In addition to the course attendance policies determined by the instructor (noted above if applicable), the university provide standard guidelines by which students are to abide. All exceptions to the course attendance policy or the university guidelines should be documented in writing. A link to the university's attendance guidelines can be found at: <https://www.uwsp.edu/regrec/Pages/Attendance-Policy.aspx>

### ***7.9. University Drop Policy***

You are expected to complete the courses for which you register. If you decide you do not want to take a course, you must follow the procedures established by the university to officially drop the course. If you never attend or stop attending a course and fail to officially drop, you will receive an F in the course at end of the semester. A link to the university's drop policy can be found at: [https://catalog.uwsp.edu/content.php?catoid=11&navoid=431&hl=add%2Fdrop&returnto=search#Drop/Add/Withdrawal\\_Procedures](https://catalog.uwsp.edu/content.php?catoid=11&navoid=431&hl=add%2Fdrop&returnto=search#Drop/Add/Withdrawal_Procedures)

### ***7.10. Academic Honesty***

UW System policy (UWS 14) states that students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others' academic endeavors. Students suspected of academic misconduct will be asked to meet with the instructor to discuss the concerns. If academic misconduct is evident, procedures for determining disciplinary sanctions will be followed as outlined in UWS 14. A direct link to this policy can be found here: [https://docs.legis.wisconsin.gov/code/admin\\_code/uws/14](https://docs.legis.wisconsin.gov/code/admin_code/uws/14)

**Any student caught cheating or assisting another student to cheat or allowing another student to cheat may be removed from the class and given a failing grade. The minimum penalty for cheating is a reduction in points of 200% of the value of the assignment.**

### ***7.11. Grade Reviews/Appeals***

A formal grade appeal, also known as a Grade Review, can be requested in instances when the student feels that he or she was not provided a syllabus with a grading scale in a timely manner (i.e., the end of the second week of classes) and/or the instructor did not stick with the grading scale published in the syllabus. Questions of whether or not the instructor appropriately graded one or more of the course assignments, quizzes, exams, etc. are not matters to be decided by a formal grade appeal, but rather should be taken up with the instructor directly. Information on grade reviews can be found in the University Handbook, Chapter 7, Section 5. A link to the university's policies on non-academic misconduct can be found at: <https://www.uwsp.edu/acadaff/Pages/gradeReview.aspx>

### ***7.12. Non-Academic Misconduct***

Information on non-academic misconduct can be found in Chapters 17 and 18 of the Student Rights and Responsibilities Document. A link to the university's policies on non-academic misconduct can be found at: <https://www.uwsp.edu/dos/Pages/stu-conduct.aspx>.

### ***7.13. Confidentiality***

Under FERPA, students cannot remain anonymous in a class. Students are permitted to know who else is in their class.

Learning requires risk-taking and sharing ideas. Please keep your classmates' ideas and experiences confidential outside the classroom unless permission has been granted to share them.

This course may require students to post their work online using applications or services that have not been approved by UW-system. In this situation, the students work will only be viewable only by his or her classmates. None of the work submitted online will be shared publicly. Some assignments require account creation for online programs. The instructor of this course will not share your academic records (grades, student IDs). Confidentiality of student work is imperative, so you should not share the work of your peers publicly without their permission. By participating in these assignments, you are giving consent to sharing of your work with others in this class and you recognize there is a small risk of your work being shared online beyond the purposes of this course. Examples of additional risks include data mining by the company providing the service, selling of your email to third parties, and release of ownership of data shared through the tool. Please contact your instructor prior to the due date if you wish not to participate in these online assignments due to confidentiality concerns.

UW-System approved tools meet security, privacy, and data protection standards. For a list of approved tools, go to: <https://www.wisconsin.edu/dle/external-application-integration-requests/>. Tools not listed on the website linked above may not meet security, privacy, and data protection standards. If you have questions about tools, contact the UWSP IT Service Desk at 715-346-4357. Links to the Terms of Use and Privacy Policies for tool used at UWSP be found at: <https://www.uwsp.edu/online/Pages/Privacy-and-Accessibility-Links.aspx>

Here are steps you can take to protect your data and privacy:

- Use different usernames and passwords for each service you use
- Do not use your UWSP username and password for any other services
- Use secure versions of websites whenever possible (HTTPS instead of HTTP)
- Have updated antivirus software installed on your devices

Additional resources regarding information security at UWSP can be found at: <https://www.uwsp.edu/infosecurity/Pages/default.aspx>.

It is important for students to understand that faculty are required to report any incidents of maltreatment, discrimination, self-harm, or sexual violence they become aware of, even if those incidents occurred in the past, off campus, or are disclosed as part of a class assignment. This does not mean an investigation will occur if the student does not want that, but it does allow the university to provide resources to help the student continue to be successful.

#### ***7.14. Intellectual Property - A Guide to Student Recording & Sharing Class Content***

Lecture materials and recordings for this class are protected intellectual property at UW-Stevens Point. Students in this course may use the materials and recordings for their personal use related to participation in this class. Students may also take notes solely for their personal use. If a lecture

is not already recorded, you are not authorized to record my lectures without my permission unless you are considered by the university to be a qualified student with a disability requiring accommodation. [Regent Policy Document 4-1] Students may not copy or share lecture materials and recordings outside of class, including posting on internet sites or selling to commercial entities. Students are also prohibited from providing or selling their personal notes to anyone else or being paid for taking notes by any person or commercial firm without the instructor's express written permission. Unauthorized use of these copyrighted lecture materials and recordings constitutes copyright infringement and may be addressed under the university's policies, UWS Chapters 14 and 17, governing student academic and non-academic misconduct.

### ***7.15. Sample Coursework Permission***

The instructor may wish to use a sample of your work or some of the feedback you provide on the course in future teaching or research activities. Examples: showing students an example of a well-done assignment; analyzing student responses on a particular question; discussing teaching techniques at a conference. If your coursework or feedback is used, your identity will be concealed. If you prefer not to have your work included in any future projects, please send the instructor an e-mail indicating that you are opting out of this course feature. Otherwise, your participation in the class will be taken as consent to have portions of your coursework or feedback used for teaching or research purposes.

### ***7.16. Revision Clause***

This syllabus, the provided schedule, and all aforementioned coursework, are subject to change. It is the student's responsibility to check the course website for corrections or updates to the syllabus. Any changes will be clearly noted in a course announcement or through email.

### ***7.17. COVID-19***

Many COVID-19 restrictions have been lifted, both across the state and on UW-Stevens Point campuses. Yet COVID cases continue, so it's important to continue taking precautions. Here are the procedures UW-Stevens Point has in place for fall.

**Face Coverings** are not required but are encouraged.

- Consider wearing a mask in crowded indoor spaces and when in close proximity outdoors.
- Please be respectful of individual choices to wear or not wear a face covering, and to those who have a higher risk of complications.
- Masks are required in Student Health Service, UWSP Counseling Center and the Speech, Language and Hearing Clinic.
- Here's more on well-fitted [face coverings](#).

**For more information**, visit our COVID [website](#). Students with questions may call Student Health Service at 715-346-4646.