

**SALEM STATE UNIVERSITY  
BERTOLON SCHOOL OF BUSINESS  
DEPARTMENT OF MARKETING AND DECISION SCIENCES  
SPRING 2021  
COURSE SYLLABUS**

**I. Course Data**

Course Number:	ODS 333
Course Name:	Operations and Logistics Management
Course Section	
Time	
Location	
Credit Hours:	Three
Professor:	Dr. Xu Hartling
Office:	CC-128
Office Hours:	Tuesday 8:55 AM-9:25 AM on Zoom, Thursday 9:00 AM-11:30 AM on Zoom, and by appointment on Zoom
Contact Via:	Canvas Messages and Emails
Email:	<a href="mailto:xhartling@salemstate.edu">xhartling@salemstate.edu</a>
Telephone:	978-542-6668
Learning Management System:	Canvas and McGraw-Hill Connect
Prerequisites:	ACC 106
Course Modality:	Asynchronous Online
Textbook:	<i>Operations Management in the Supply Chain: Decisions and Cases</i> , 8th Edition by Roger Schroeder and Susan Goldstein. ISBN: 978- 1260368109.

(The hard copy of the textbook is not required, but the access code to McGraw-Hill Connect is required. The code gives you the access to the e-book.).

**II. Official Course Description**

The course deals with concepts and principles related to the conversion process: the inputs of materials, investment, and labor producing finished goods and services. Taught from a management point of view. Topics include product/process design, capacity planning, plant layout, production scheduling, quality control, demand forecasting, human engineering, job design and inventory management. Relationships to other major business functions are explored.

**III. BSB Learning Goals**

A. **Ethical responsibilities:** Our graduates will be able to recognize ethical issues and dilemmas and be able to make ethically based decisions and recommendations.

B. **Globalization and multicultural understanding:** Our graduates will have a working knowledge of the global economy and business cultures.

C. **Communication and professional skills:** Our graduates will be effective communicators and leaders and will have professional interpersonal skills.

D. **Analytical thinking and reasoning skills:** Our graduates will be able to use analytical thinking and reasoning skills to solve problems and make decisions and recommendations.

E. **Content knowledge:** Our graduates will learn the business core and respective concentration content knowledge and will be able to apply that knowledge in their respective concentrations

**IV. Course Goals and Learning Objectives**

**Course Goals**

A. To introduce the concepts, models and techniques of operations and logistics management within the context of several different types of manufacturing and service processes.

B. To demonstrate the interrelationships and dynamics between the functional areas of operations, logistics, and global supply chain.

C. To provide the student with advanced business analytical skills and exposure.

D. To develop an awareness of the usefulness and power of various computer tools and software in this field as well as the field's increasing dependency on the computer.

E. To provide the student with sufficient opportunities to practice the appropriate application of the concepts and techniques studied.

**Learning Objectives**

A. Upon completion of the course, the student shall have demonstrated an understanding of the types of operations and logistics problems encountered in managing a business, government or non-profit organization, be it manufacturing or service oriented.

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- B. The student shall have demonstrated the ability to apply critical thinking and the appropriate business analytical techniques to common problems encountered in various cultural and global business settings.
- C. The student shall have demonstrated an understanding of and appreciation for the ethical/legal environment encountered in operations and logistics management.
- D. The student shall have demonstrated an understanding of the increasing importance of sustainability and its close relationship with many essential functions of operations and logistics management.
- E. The student shall have exhibited skill in using analytical thinking and reasoning skills as applied to operations and logistics management problems using innovative Excel based quantitative techniques.
- F. The student shall have exhibited effective communications and interpersonal skills.

### **V. Student Responsibilities and Faculty Expectations**

Each student is responsible for completing all course requirements and for keeping up with all that goes on in the course (whether or not the student is present).

#### **Bertolon School of Business Expectations of Undergraduate Students**

High quality undergraduate education is a function of the professional and ethical behavior of all involved, therefore it is essential that undergraduate students be aware of faculty expectations and to conduct themselves in a mature manner. Accordingly:

- All BSB undergraduate students are responsible for knowledge of BSB programs and procedures as stated in the BSB Undergraduate Handbook found at the following: <https://elearning.salemstate.edu/courses/1107963/files/55340042/download?wrap=1>
- Undergraduate students should become especially well acquainted with the University's academic integrity policies.
- [https://catalog.salemstate.edu/content.php?catoid=47&navoid=11928&hl=integrity&returno=search#Academic\\_Integrity](https://catalog.salemstate.edu/content.php?catoid=47&navoid=11928&hl=integrity&returno=search#Academic_Integrity)
- Because undergraduate education should be a priority, it is essential to attend all classes. If professional or personal reasons prevent attendance of any class in a given semester, the student is responsible for notifying the instructor in advance and making up for missed course work.
- Because learning is most effective when it is active, students are expected to be involved in all class activities. They should come prepared for each class and actively participate in discussions, projects, and/or other course activities.
- Student behavior in the classroom should not disrupt the educational experiences of other students and/or the instructor's course objectives. Disruptive behavior may include,

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but is not limited to: non-approved use of electronic devices (including cellular telephones), having side conversations, leaving class early, continually arriving late, or stepping out of the room during class time. Such disrespectful behaviors should be kept to a minimum.

**VI. Performance Measurement**

Student grades will be based off performance on requirements outlined in section VII **Course Administration Policies (including Attendance Policy)**. A general guideline for performance required for each grading item is listed below. More details on expectations may be found in section VII. All grades are posted and updated on Canvas.

Grading Item	Learning Objectives	Weight
Homework	B, C, D	40%
Attendance/Participation/Professionalism	A, B, C	20%
Midterm Exams	A, B	30%
(COIL) Project	A, B, C, D, E	10%
Total		100%
<b>Extra credit opportunities are available.</b>		

Scale	Grade
94-100	A
90-<94	A-
87-<90	B+
84-<87	B
80-<84	B-
77-<80	C+
74-<77	C
70-<74	C-
67-<70	D+
64-<67	D
61-<64	D-
0-<61	F

**Attentions:**

- **If you have any questions.** No appointment is needed during regular office hours (Tuesday 8:55 AM-9:25 AM, Thursday 9:00 AM-11:30 AM) for assistance on Zoom. Zoom videoconferences will be set up and the link will be shared in advance. Another alternative is to post your questions on **Canvas Discussions**. Professor will answer all questions within 24 working hours (Monday to Friday, 9 AM to 5 PM). Also, students are encouraged to answer each other's question to earn extra credits. Using **Canvas Discussions** shows students active participation in class activities

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outside the classroom. And Attendance/Participation/Professionalism is one of the grading items.

- **Canvas.** Canvas will be used comprehensively in this course. **Canvas Discussions** is used to address course related questions. All course materials will be uploaded on Canvas including PowerPoint slides and videos. Professor may use Canvas to make important announcements or to inform emergency updates. It is students' responsibility to check Canvas **DAILY**. Canvas is also used to post and update all your grades. Students are encouraged to use **Canvas Messages** to contact the professor (much better to manage than traditional emails).
- **Technology usage.** One requirement of this course is to install Microsoft Excel on your computer. Please bring your own computer to some classes (applied to face-to-face classes only, if any). You will also need to purchase an access code of McGraw-Hill Connect.
- **Homework.** Most homework will be done using McGraw-Hill Connect. The lowest **THREE** homework will be dropped at the end of the semester. Late submission penalty is 10% per day deduction. No submission will be accepted after May 5.
- **Attendance/Participation/Professionalism.** ~~Some individual or group assignments will be done in class, which is part of your attendance and participation. There is NO make up for in-class assignments if you miss that class. NO credit (this is 20% of your total grade) will be granted for more than FIVE unexcused absences. Excused reasons include serious medical or personal emergency, death of an immediate family member, university sponsored trip, and religious holiday.~~ Every student is expected to conduct himself/herself in a professional manner at all times taking this course. *If you take this course online, your involvement in Canvas Discussions and your professional manner count towards this category.*
- **Exams.** There is no final exam. Instead, there are three midterm exams. They all cover the materials discussed during that time in class. **The lowest midterm will be dropped.** An 8.5" by 11" **cheat sheet (write or type, double sided)** is allowed during all exams. *If you take this course online, the exams are in online format (asynchronously, timed during a certain period).*
- **Project.** A collaborative online international learning (COIL) project will be assigned. Students will be pairing with students from an international institution to collaborate on this project. A written report is due on May 5. No late submission will be accepted.
- **Extra credits.** All students have equal opportunities to earn extra credits. Please do not ask for extra credits beyond what are already provided. **See Page 9 for details of extra credit opportunities.**
- **Academic dishonesty.** Do not submit someone else's work as your own. If you copy anything from anywhere, you must cite the source. If you use someone's idea, you must cite the source. Only facts, figures and common knowledge need not be cited in an academic paper. See Available Resources section for references on how to cite properly. If I believe you have copied from a source without citing it, or you

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have turned in someone else's work as your own, you will, in the very least, receive an F for that assignment. Depending on the type and size of the infraction I reserve the right to flunk you for the course and report you to the office of Academic Affairs.

- **MORE DETAILS.** Please refer to the next section VII Course Administration Policies for more details of each grading item.

### **VII. Course Administration Policies**

#### **A. Homework**

1. Most homework will be submitted online, for example on Canvas or other online platform (such as McGraw-Hill Connect) as specified by professor. Online homework is an individual effort that you must complete by yourself and submit under your own account.
2. The deadline of submitting each homework is listed on Canvas and on the website of McGraw-Hill Connect. If your submission is late, your score will be deducted. The penalty is 10% per day after the due date and it applies only to questions scored after the deadline.
3. Partial credit on questions with multiple parts will be given. There are multiple attempts students can work each question.
4. The lowest three homework will be dropped at the end of the semester.
5. The last day to submit any homework is May 5 (last day of the class).
6. I am using the Bertolon School of Business (BSB) "Expectations for Written Assignments" policy for all of the out-of-class written assignments. This policy specifies that student writing must meet certain standards to receive a grade; assignments for this class must meet standards regarding spelling, grammar, and punctuation. Assignments do not meet the standards when any page has four or more errors or when exceeding the total of four errors multiplied by the number of pages (e.g. four errors for a one page assignment, eight errors for a two page assignment). When the assignment exceeds either the per-page limit or the total error limit, the instructor will stop reading and grading, and return the paper to the student without a grade. Students have two calendar weeks to revise the paper to meet the standards, and return the paper to the instructor.

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### B. Attendance/Participation/Professionalism

1. ~~Attendance at all classes is a course requirement.~~ Participation in class discussions, in-class activities, and Canvas Discussions is required. Participation in Zoom office hours is highly encouraged.
2. ~~If you have five unexcused absences, you will not get any credit for attendance/participation/professionalism (this is 20% of your total grade). Excused reasons include serious medical or personal emergency, death of an immediate family member, university sponsored trip, and religious holiday.~~
3. ~~Some in-class assignments will be used to reflect your attendance and participation.~~
  - ~~Some in-class assignments serve as quizzes, which are usually given at the beginning of the class. They may be announced or unannounced. The primary purpose of quizzes is to ensure students are prepared for class and understand instruction. They are based on pre-assigned problems (solution manual will be distributed) in the “quiz pool”. There is no time extension if you come in late. There is no make up for quizzes.~~
  - ~~Also, there are in-class assignments after the lecture for practice purpose, which are referred to as “exercises”. You may work on them individually or team up with other students as specified by the professor. But every student should have a separate submission. There is no make up exercises if you leave the class early.~~
4. You are expected to conduct yourself in a professional manner at all times. This means that you should come to class prepared and on time, meet all deadlines, and avoid behavior that would disrupt the class. Disruptive behavior includes texting and using your computer for non-course related work.
5. A respectful, professional environment should be maintained at all times in order to create a positive learning environment. Some basic guidelines for professionalism and classroom behavior include, but are not limited to:
  - Arriving late or leaving early is inconsiderate to fellow students and to the professor.
  - No “dining” in class.
  - No overt inattentiveness (e.g. sleeping, reading non course material – printed or electronic including email and web browsing)
  - Cell phones, pagers etc. will not be used in the class. That includes text messaging.
  - Music devices will be silenced.

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- No talking or interruptions that interfere with the professor's or classmates' presentations or questions.
  - While bringing computers to class is encouraged, they are not to be used for social networking, surfing the web, posting blogs and other such activities.
6. Regardless of attendance, students are responsible for all work covered in class, or assigned, and for any notices read. It is recommended to use Canvas Discussions for such questions.
  7. Absence from class is not an excuse for missing an in-class assignment (or exam) or failing to turn in homework. Requests for exemptions must be made in writing if you have an excused reason (serious medical or personal emergency, death of an immediate family member, university sponsored trip, and religious holiday). The student is responsible for knowing and following the academic policies of the university.
  8. Salem State University reserves the right to alter this course plan in the event of a critical emergency. Should such an emergency occur, please refer to [www.salemstate.edu](http://www.salemstate.edu) for further information and updates.
  9. In the event of a critical emergency, please refer to the Canvas site for the alternative education plan for our course.

#### C. Examinations

1. Three midterm exams will be given during the semester. There are no makeup exams except excused reasons including serious medical or personal emergency, death of an immediate family member, university sponsored trip, and religious holiday.
2. The lowest midterm will be dropped. An 8.5" by 11" cheat sheet (write or type, double sided) is allowed during all exams.
3. The dates of all midterms are listed in the course schedule in section XII Schedule. In the event of a change, the instructor will try to notify the students at least one day in advance of the date of midterms.
4. For all midterms, answers should be underlined or circled and supporting work should be included in a neat and readable form. Steps are necessary to get partial credits.



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5. There is no final exam. A comprehensive final evaluation of student academic performance is in a format of completing the course project/business cases.

### D. Project

1. A collaborative online international learning (COIL) project will be assigned during the semester.
2. The project will be due on May 5. No late submission will be accepted. The deliverable will be a written report. Please refer to Canvas for more details.
3. I am using the Bertolon School of Business (BSB) "Expectations for Written Assignments" policy for all of the out-of-class written assignments. This policy specifies that student writing must meet certain standards to receive a grade; assignments for this class must meet standards regarding spelling, grammar, and punctuation. Assignments do not meet the standards when any page has four or more errors or when exceeding the total of four errors multiplied by the number of pages (e.g. four errors for a one-page assignment, eight errors for a two-page assignment). When the assignment exceeds either the per-page limit or the total error limit, the instructor will stop reading and grading, and return the paper to the student without a grade. Students have two calendar weeks to revise the paper to meet the standards, and return the paper to the instructor.

### E. Extra Credits

- Report any error (except grammar related) in the textbook, PowerPoint, or solution manual, submit on Canvas, has to be the first reported (10 points each error, no maximum), added to the grading item – “Homework”.
- Answer students’ questions posted on Canvas (10 points each help, no maximum), added to the grading item – “Homework”.
- ~~If you attended all classes, your final letter grade will be adjusted to one interval higher (for example, from B+ to A-).~~ *If you take this course online, visiting your professor during the office hours at least five times during the semester will give you the same opportunity for this type of grade adjustment (for example, from B+ to A-).*

### **VIII. Teaching Method (Pedagogy)**

The class will be taught using a combination of lecture, demonstration, group work, and discussion. This implies that students will have read the chapter or PowerPoint ahead of time and attempted to work the example problems in the textbook or PowerPoint.

**IX. Available Resources**

The following are links to the BSB and BSB student resources respective web pages.

- <http://www.salemstate.edu/bsb>
- <https://www.salemstate.edu/academics/bertolon-school-business/beyond-classroom>
- <https://elearning.salemstate.edu/courses/1107963/pages/general-bsb-information-and-resources>
- [Business LibGuides](#)

**Writing Resources**

(<https://elearning.salemstate.edu/courses/1107963/pages/writing-and-apa-resources>)

- "The Elements of Style" (<http://www.bartleby.com/141/>)
- [Business Writing LibGuide](#)
- [How to format an APA Style paper in Word 2010](#)

**Presentation Resources**

- [Bertolon School of Business PowerPoint Template](#) [POT 274KB]
- [Overview](#) [PDF 122KB]
- [Tips for creating electronic presentations](#) [PPTX 318KB]
- [Presentation delivery skills](#) [PDF 257KB]
- [Nonverbal presentation skills](#) [PDF 360KB]
- [Online presentation resources](#) [PDF 352KB]

**X. Salem State University applicable policy statements<sup>1</sup>**

**Final Examination Policy**

(<https://catalog.salemstate.edu/content.php?catoid=47&navoid=11928#PRTSR>)

“Each course or section of a course offered for academic credit at Salem State University will include a final examination, unless such an examination is inappropriate to the nature of the course. ... In no case may a written final examination be administered to a section before the beginning of the scheduled final examination period.”

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<sup>1</sup> <https://catalog.salemstate.edu/content.php?catoid=46&navoid=11822>

### **Email Communication Policy**

(<https://catalog.salemstate.edu/content.php?catoid=47&navoid=11928&hl=final&returnto=search#Email>)

“Email is an official means of communication at Salem State University. Therefore, the University has the right to send communications to students and employees via email and the right to expect that those communications will be received and read in a timely fashion.”

### **Academic Writing Standards**

([https://catalog.salemstate.edu/content.php?catoid=47&navoid=12071&hl=writing&returnto=search#Academic Writing Standards](https://catalog.salemstate.edu/content.php?catoid=47&navoid=12071&hl=writing&returnto=search#Academic_Writing_Standards))

“The college policy on academic writing standards applies to all course work.

***Expository writing assignments may receive a grade of “C” or higher only if the form and content are appropriate for the purpose of the assignment and for the intended audience.***

Characteristics of expository writing include the following:

1. A clear thesis
2. Adequate support for the thesis
3. Clear and coherent overall structure
4. Varied sentence structure and expression
5. Standard usage, punctuation, and spelling
6. Accurate documentation when necessary

These standards may be amended by the instructor to meet the specialized writing requirements of various disciplines.

Students in all disciplines are encouraged to visit the Writing Center (Library, First Floor) which provides individualized assistance in writing.”

### **Academic integrity**

([https://catalog.salemstate.edu/content.php?catoid=47&navoid=11928#Academic Integrity](https://catalog.salemstate.edu/content.php?catoid=47&navoid=11928#Academic_Integrity))

“Salem State University assumes that all students come to the University with serious educational intent and expects them to be mature, responsible individuals who will exhibit high standards of honesty and personal conduct in their academic life. All members of the Salem State University academic community have a responsibility to ensure that scholastic honesty and academic integrity are safeguarded and maintained. Cheating and plagiarism are unfair, demoralizing, and demeaning to all of us. Cheating, plagiarism, and collusion in dishonest activities are serious acts that erode the University’s educational role and cheapen and diminish the learning experience not only for the perpetrators, but also for the entire community. It is expected that Salem State University students will understand and subscribe to the ideal of academic integrity and that they will be willing to bear individual responsibility for their work. Materials (written or otherwise) submitted to fulfill academic requirements must represent a student’s own efforts.”

### **Covid-19 Pandemic Statement**

“Students must comply with the Covid-19 Health and Safety Protocols for the 2020-2021 Academic Year. This includes wearing masks in class and on campus in public spaces, practicing

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physical distancing where possible, including in class, engaging in a daily symptom check, notifying Counseling and Health Services at 978-542-6413 if they have any symptoms associated with COVID-19, and not coming to campus or to an in-person class if they have any of the symptoms related to COVID-19, until cleared by the Student Life Wellness Area. Students who have documented disabilities that may prevent them from complying with these policies are required to contact the Disability Services office.”

### **Critical Emergency Statement**

“In the event of a university declared critical emergency, Salem State University reserves the right to alter this course plan. Students should refer to Salem State for further information and updates. The course attendance policy stays in effect until there is a university declared critical emergency. In the event of an emergency, please refer to the alternative educational plans for this course located at/in [faculty member determines this]. Students should review the plans and gather all required materials before an emergency is declared.”

### **SSU Equal Access Statement**

"Salem State University is committed to providing equal access to the educational experience for all students in compliance with Section 504 of The Rehabilitation Act and The Americans with Disabilities Act and to providing all reasonable academic accommodations, aids and adjustments. Any student who has a documented disability requiring an accommodation, aid or adjustment should speak with the instructor immediately. Students with Disabilities who have not previously done so should provide documentation to and schedule an appointment with Disability Services and obtain appropriate services."

### **Disruptive Student in Classroom Policy (<https://records.salemstate.edu/policies/disruptive-student-classroom-policy>)**

“Disruptive student behavior in the classroom includes and is not limited to the following definitions:

1. Exhibiting excessive behavior, which through its constancy throws the classroom activity in disorder or does not permit others to hear, see or concentrate on classroom presentation and/or activity.
2. Demonstrating an attitude or action which is threatening or hazardous to the safety and welfare of others and/or him/herself in the classroom. This includes aggressive and/or bizarre behavior.
3. Disrupting the classroom with inappropriate verbal tone, volume or content which may be threatening and/or intimidating to the other members in the classroom.”

### **XI. Last Day to Withdraw from the Course**

The last day to withdraw from full semester courses is April 16, 2021.

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**XII. Topics Covered by Course and Course Preliminary Schedule\*\*\* (January 21 – May 5, 2021)**

Week	Chapter	Topics	Reading
1	1	Syllabus and get started with McGraw-Hill Connect Introduction to Operations	Chapter 1
2	2	Operations and Supply Chain Strategy	Chapter 2
3	16	Supply Chain Management	Chapter 16
4	17	Sourcing	Chapter 17
5	18	Global Logistics <b>Midterm 1</b>	Chapter 18
6	8	Managing Quality	Chapter 8
7	9	Quality Control and Improvement	Chapter 9
8	Technical Chapter	Linear Programming (LP) Introduction	Technical Chapter
9	<b>Spring Recess</b>		
10	Technical Chapter	LP with Solver	Technical Chapter
11	Technical Chapter	LP with Solver	Technical Chapter
12	Technical Chapter	Sensitivity Analysis <b>Midterm 2</b>	Technical Chapter
13	Technical Chapter	Transportation Problem	Technical Chapter
14	Technical Chapter	Integer and Mixed Integer Programming	Technical Chapter
15	10	Forecasting	Chapter 10
16	13	Project Planning and Scheduling <b>Midterm 3</b>	Chapter 13

\*\*\*This is a preliminary schedule. Variations may occur as the semester progresses. All changes will be announced in class or online. Online class may have its own pace and schedule. Please refer to weekly emails for class's more accurate progress.