

OPS400: Operations Management

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information



Faculty contact information and office hours can be found on the faculty profile page.

Course Description and Outcomes



Course Description:

This course provides students with an understanding of process strategy, quality improvement, and the tools utilized in the production of goods and services. Students learn concepts regarding operations, quality, and process management, and evaluate how these concepts can be used to gain a competitive advantage in the industry. Students also learn how mathematical models are used to assist in making decisions in regard to operations, inventory, quality, and materials requirements.

Course Overview:

This course promotes the development of the skills to be effective using critical problem solving in operations management. Students will gain an understanding of process strategy, quality improvement, and the tools utilized in the production of goods and services.

Course Learning Outcomes:

1. Analyze the concepts of the decision areas, language, terminology, core concepts, issues, techniques, and the methodologies of operations, quality, and process management.
2. Evaluate how the operations of an organization can be used to gain competitive advantage
3. Analyze how mathematical models are used to assist in making operational decisions in areas such as inventory control, statistical process control, waiting lines, capacity, project planning, materials requirements planning, and quality management, among others.
4. Evaluate the implications for operations management for organizations that operate in an international or global environment.

Participation & Attendance



Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials



Required:

Heizer, J. Render, B., & Munson, C. (2016). *Operations management* (12th ed.). Upper Saddle River, NJ: Pearson. ISBN: 9780134130422

Suggested:

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

Course Schedule



Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- Opening Exercises: Take the opening exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- Mastery Exercises: Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.

Week #	Readings	Assignments
1	<ul style="list-style-type: none"> • Chapter 1 in <i>Operations Management</i> • Davis, D., Chelliah, J., & Minter, S. (2014). New product development processes in the Australian FMCG industry. <i>Contemporary Management Research</i>, 10(1), 3-21. • Jitpaiboon, T., & Sharma, S. (2012). Comparative study of supply chain relationships, mass customization, and organizational performance between SME(s) and LE(s). <i>Journal</i> 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points)

	<p>of <i>Business Administration Research</i>, 1(2), 139-n/a.</p> <ul style="list-style-type: none"> • Massaroni, E., Cozzolino, A., & Wankowicz, E. (2016). Sustainability in supply chain management-a literature review. <i>Sinergie Italian Journal of Management</i>. 	
2	<ul style="list-style-type: none"> • Chapter 2 in <i>Operations Management</i> • Burian, P. E., & "Skip" Maffei, F. R. (2013). Operations strategy: A broader view of threading the vision to the customer. <i>The International Business & Economics Research Journal (Online)</i>, 12(12), 1513-1522. • Pacheco-Ornelas, M., Cuevas-Rodríguez, E., & Rodríguez-Pacheco, R.,H. (2012). Organizational competencies and competitiveness: The effect of business strategies. <i>Advances in Competitiveness Research</i>, 20(3), 16-31. 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Critical Thinking (70 points) • Portfolio Milestone (20 points)
3	<ul style="list-style-type: none"> • Chapter 6 in <i>Operations Management</i> • Abdallah, A. B. (2013). The influence of "soft" and "hard" total quality management (TQM) practices on total productive maintenance (TPM) in Jordanian manufacturing companies. <i>International Journal of Business and Management</i>, 8(21), 1-13. • Al-Bourini, F., Al-Abdallah, G., & Abou-Moghli, A. (2013). Organizational culture and total quality management (TQM). <i>International Journal of Business and Management</i>, 8(24), 95-106. • Gürel, P. A. (2014). An evaluation on effects of total quality applications in customer relations management on sustainable global competition. <i>International Journal of Research in Business and Social Science</i>, 3(1), 35-62. 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Critical Thinking (75 points)
4	<ul style="list-style-type: none"> • Chapter 7 in <i>Operations Management</i> • Choy, K. L., Gunasekaran, A., Lam, H. Y., Chow, K. H., Tsim, Y. C., Ng, T. W., . . . Lu, X. A. (2014). Impact of information technology on the performance of logistics industry: The case of Hong Kong and Pearl Delta region. <i>The Journal of the Operational Research Society</i>, 65(6), 904-916. • Sanders Jones, J.,L., & Linderman, K. (2014). Process management, innovation and efficiency performance: The moderating effect of competitive intensity. <i>Business Process Management Journal</i>, 20(2), 335-358. 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Critical Thinking (75 points)
5	<ul style="list-style-type: none"> • Chapter 10 in <i>Operations Management</i> • Gramm, C. L., & Schnell, J. F. (2013). Long-term employment and complementary human resource management practices. <i>Journal of Labor Research</i>, 34(1), 120-145. • de Abreu, A., & Alcântara, R. L. C. (2015). Supply chain managers: Professional profile and the role in the cross-functional integration of supply chain management. <i>Independent Journal of Management & Production</i>, 6(1), 44-63. • Hernaus, T., & Mikulic, J. (2014). Work characteristics and work performance of knowledge workers. <i>EuroMed Journal of Business</i>, 9(3), 268. • Slemple, G. R., & Vella-Brodrick, D. (2014). Optimising employee mental health: The relationship between intrinsic need 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Critical Thinking (75 points)

	satisfaction, job crafting, and employee well-being. <i>Journal of Happiness Studies</i> , 15(4), 957-977.	
6	<ul style="list-style-type: none"> Chapter 11 in <i>Operations Management</i> Ang, J., Fukushima, M., Meng, F., Noda, T., & Sun, J. (2013). Establishing Nash equilibrium of the manufacturer-supplier game in supply chain management. <i>Journal of Global Optimization</i>, 56(4), 1297-1312. Cristina, M. G., & Crespo, D. C. (2013). Strategic outsourcing: A lean tool of healthcare supply chain management. <i>Strategic Outsourcing: An International Journal</i>, 6(2), 138-166. Muhindo, A., Zhou, J., & Mzuza, M. K. (2014). Impact of logistics outsourcing strategy in oil and gas industry in Uganda. <i>International Journal of Business and Management</i>, 9(6), 187-198. 	<ul style="list-style-type: none"> Discussion (25 points) Opening Exercise (0 points) Mastery Exercise (10 points) Critical Thinking (75 points)
7	<ul style="list-style-type: none"> Chapter 12 in <i>Operations Management</i> Carvalho, C. J. (2015). Como a gestão de práticas de oferta de crédito impacta a de Estoque/How credit extension management affects inventory practices. <i>Revista De Administração Contemporânea</i>, 19, 77-97. Dhoka, D., & Choudary, L. Y. (2015). Challenges with multi-dimensional inventory classifications and optimization. <i>Asian Social Science</i>, 11(4), 365-370. Federgruen, A., & Wang, M. (2013). Monotonicity properties of a class of stochastic inventory systems. <i>Annals of Operations Research</i>, 208(1), 155-186. Kontus, E. (2014). Management of inventory in a company. <i>Ekonomski Vjesnik</i>, 27(2), 245-256. 	<ul style="list-style-type: none"> Discussion (25 points) Opening Exercise (0 points) Mastery Exercise (10 points)
8	<ul style="list-style-type: none"> Chapter 16 in <i>Operations Management</i> Chang, H., Huang, C., & Torng, C. (2013). Lean production implement model for aerospace manufacturing suppliers. <i>International Journal of Innovation, Management and Technology</i>, 4(2), 248-252. Chen, Z., & Tan, K. H. (2011). The perceived impact of JIT implementation on operations performance. <i>Journal of Advances in Management Research</i>, 8(2), 213-235. Manzouri, M., Ab-Rahman, M., Mohd, C. R. C., & Jamsari, E. A. (2014). Increasing production and eliminating waste through lean tools and techniques for halal food companies. <i>Sustainability</i>, 6(12), 9179-9204. Vinodh, S., Arvind, K. R., & Somanaathan, M. (2011). Tools and techniques for enabling sustainability through lean initiatives. <i>Clean Technologies and Environmental Policy</i>, 13(3), 469-479. 	<ul style="list-style-type: none"> Discussion (25 points) Opening Exercise (0 points) Mastery Exercise (10 points) Portfolio (330 points)

Assignment Details



This course includes the following assignments/projects:

Module 1

PORTFOLIO PROJECT REMINDER (0 points)

Take some time to review the Portfolio Project options, assignment requirements, and rubric, which can be found in the Module 8 folder. Choose one of the two options. Then, review the Week 2 Portfolio Project milestone assignment, which is worth 20 points. The final Portfolio Project is due at the end of the course, before midnight on Sunday of Week 8.

You are encouraged to visit the CSU-Global Library for additional resources, or contact the CSU-Global Librarian at Library@CSUGlobal.edu. The Purdue Online Writing Lab's (OWL) APA Formatting and Style Guide, available at <http://owl.english.purdue.edu/owl/resource/560/1/>, is also a great resource for additional information.

If you have questions, contact your instructor sooner rather than later so that you have ample time to discuss the assignment.

Module 2

CRITICAL THINKING ASSIGNMENT (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Argumentative Essay – Product-Based Industry

This Critical Thinking Assignment focuses on how product-based firms leverage one of three specific approaches (differentiation, cost leadership, and response) to achieve a competitive advantage.

Conduct research and assess three different product-based firms. For each firm, select one of the three approaches: differentiation, cost leadership, and response. (See Figure 2.4 on p. 37 of the textbook.) Describe the successful and weak aspects of each approach, investigating the reaction from the competition to overtake and regain the competitive advantage.

In your essay, for each firm/approach you choose:

- Describe the strengths and weaknesses of the approach, and investigate the reaction from the competition as it seeks to overtake and regain the competitive advantage.
- Appraise the success of the firm's ability to use the specific approach to achieve a competitive advantage.
- Assess whether this is a short-term or long-term approach to achieve a competitive advantage.
- Evaluate the defects of this approach, and argue why the firm should alter its approach to achieve a competitive advantage.
- Discuss which approach the competition has or must implement to achieve a competitive advantage.

Instructions:

- Your essay must have an organizational structure that includes a strong title, followed by an introductory paragraph that generates interest and includes a thesis and mapping of what is to come. Each of the following sections, including a conclusion section, should use appropriate APA headings. Make sure that the body sections address each of the previous bullets.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

Remember, a product-based business sells a physical, tangible product, while a service-based business sells a service, which has no physical or tangible product.

Option #2: Argumentative Essay – Service-Based Industry

This Critical Thinking Assignment focuses on how service-based firms can leverage one of three specific approaches (differentiation, cost leadership, and response) to achieve a competitive advantage.

Conduct research and assess three different service-based firms. For each firm, select one of the three approaches: differentiation, cost leadership, and response. (See Figure 2.4 on p. 37 of the textbook.) Describe the successful and weak aspects of each approach, investigating the reaction from the competition to overtake and regain the competitive advantage.

In your essay, for each firm/approach:

- Describe the strengths and weaknesses of the approach, and investigate the reaction from the competition as it seeks to overtake and regain the competitive advantage.
- Appraise the success of the firm's ability to use the specific approach to achieve a competitive advantage.
- Assess whether this is a short-term or long-term approach to achieve a competitive advantage.
- Evaluate the defects of this approach, and argue why the firm should alter its approach to achieve a competitive advantage.
- Discuss which approach the competition has or must implement to achieve a competitive advantage.

Instructions:

- Your essay must have an organizational structure that includes a strong title, followed by an introductory paragraph that generates interest and includes a thesis and mapping of what is to come. Each of the following sections, including a conclusion section, should use appropriate APA headings. Make sure that the body sections address each of the previous bullets.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

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PORTFOLIO PROJECT MILESTONE (20 points)

Option #1: Same Firm – Three Different Products

Be sure to review the requirements for the Portfolio Project assignment in the Module 8 folder.

This option requires you to evaluate the implications for operations management within organizations that operate in an international or global environment. For this assignment, you will select three different products from the same firm; for example, the Ford Motor Company, with the three products being the Ford Escape, Ford Edge, and Ford F-150.

You will conduct research and base your essay on at least three current scholarly, peer-reviewed sources from the CSU-Global library.

Once you have reviewed the options, post your selection to the Week 2 Portfolio Project Milestone dropbox. *Note:* Do not submit this assignment to the Week 8 Portfolio Project dropbox, as this will adversely impact your grade throughout the course. Also note that the late policy does apply to this milestone assignment.

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Option #2: Same Type of Product – Three Different Firms

Be sure to review the requirements for the Portfolio Project assignment in the Module 8 folder.

This option requires you to evaluate the implications for operations management within organizations that operate in an international or global environment. For this assignment, you *must* select three different companies. You will then select the same type of product from the three different firms, such as an SUV vehicle from Ford, Toyota, and BMW.

For this Portfolio Project option, you will conduct research and base your essay on at least three current scholarly, peer-reviewed sources from the CSU-Global library.

Once you have reviewed the options, post your selection to the Week 2 Portfolio Project Milestone dropdown. *Note:* Do not submit this assignment to the Week 8 Portfolio Project dropdown, as this will adversely impact your grade throughout the course. Also note that the late policy does apply to this milestone assignment.

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Module 3

CRITICAL THINKING ASSIGNMENT (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: ISO Standard – Product-Based Industry

This Critical Thinking Assignment focuses on how a product-based firm can leverage ISO to achieve a competitive advantage. Conduct research and assess one product-based firm.

In your essay:

- Appraise why the leadership team of your selection is using ISO.
- Discuss how ISO international standardization has been a benefit to your selection.
- Justify why your selection adopted the ISO 9000.
- Explain how adopting the ISO 9000 (2000) impacted the performance and productivity of your selection.
- Predict why adopting the ISO 9000 standard is not the correct approach for all firms.

Instructions:

- Your essay must have an organizational structure that includes a strong title, followed by an introductory paragraph that generates interest and includes a thesis and mapping of what is to come. Each of the following sections, including a conclusion section, should use appropriate APA headings. Make sure that the body sections address each of the previous bullets.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

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Option #2: ISO Standard – Service-Based Industry

This Critical Thinking Assignment focuses on how a service-based firm can leverage ISO to achieve a competitive advantage. Conduct research and assess one service-based firm.

In your essay:

- Appraise why the leadership team of your selection is using ISO.
- Discuss how ISO international standardization has been a benefit to your selection.
- Justify why your selection adopted the ISO 9000.
- Explain how adopting the ISO 9000 (2000) impacted the performance and productivity of your selection.
- Predict why adopting the ISO 9000 standard is not the correct approach for all firms.

Instructions:

- Your essay must have an organizational structure that includes a strong title, followed by an introductory paragraph that generates interest and includes a thesis and mapping of what is to come. Each of the following sections, including a conclusion section, should use appropriate APA headings. Make sure that the body sections address each of the previous bullets.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the *CSU-Global Guide to Writing & APA*.
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

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PORTFOLIO PROJECT REMINDER (0 points)

Continue working on your Portfolio Project, referring to the Portfolio Project assignment and the corresponding grading rubric in the Module 8 folder. The Portfolio Project is due at the end of the course, before midnight on Sunday of Week 8.

You are encouraged to visit the CSU-Global Library for additional resources, or contact the CSU-Global Librarian at Library@CSUGlobal.edu. The Purdue Online Writing Lab's (OWL) APA Formatting and Style Guide, available at <http://owl.english.purdue.edu/owl/resource/560/1/>, is also a great resource for additional information.

If you have questions, contact your instructor sooner rather than later so that you have ample time to discuss the assignment.

Module 4

CRITICAL THINKING ASSIGNMENT (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Advancement in Production – Product-Based Industry

This Critical Thinking Assignment focuses on how a firm can leverage one type of advancement in production technology to achieve a competitive advantage. Conduct research and assess one type of improvement in production technology that has advanced the product-based firm you have selected.

In your essay:

- Describe how this production technology achieves a competitive advantage.
- Appraise why this firm had to adopt the technology.
- Describe when this technology became a used production method.
- Compare the advantages and disadvantages among firms that use or do not use this technology
- Explain the benefits of this technology
- Predict the impact if this technology had not been adopted.

Instructions:

- Your essay must have an organizational structure that includes a strong title, followed by an introductory paragraph that generates interest and includes a thesis and mapping of what is to come. Each of the following sections, including a conclusion section, should use appropriate APA headings. Make sure that the body sections address each of the previous bullets.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

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Option #2: Advancement in Production – Service-Based Industry

This Critical Thinking Assignment focuses on how a firm can leverage one type of advancement in production technology to achieve a competitive advantage. Conduct research and assess one type of improvement in production technology that has advanced the service-based firm you have selected.

In your essay:

- Describe how this production technology achieves a competitive advantage.
- Appraise why this firm had to adopt the technology.
- Describe when this technology became a used production method.
- Compare the advantages and disadvantages among firms that use or do not use this technology.
- Explain the benefits of this technology.
- Predict the impact if this technology had not been adopted.

Instructions:

- Your essay must have an organizational structure that includes a strong title, followed by an introductory paragraph that generates interest and includes a thesis and mapping of what is to come. Each of the following sections, including a conclusion section, should use appropriate APA headings. Make sure that the body sections address each of the previous bullets.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

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PORTFOLIO PROJECT REMINDER (0 points)

Continue working on your Portfolio Project, referring to the Portfolio Project assignment and the corresponding grading rubric in the Module 8 folder. The Portfolio Project is due at the end of the course, before midnight on Sunday of Week 8.

You are encouraged to visit the CSU-Global Library for additional resources, or contact the CSU-Global Librarian at Library@CSUGlobal.edu. The Purdue Online Writing Lab's (OWL) APA Formatting and Style Guide, available at <http://owl.english.purdue.edu/owl/resource/560/1/>, is also a great resource for additional information.

If you have questions, contact your instructor sooner rather than later so that you have ample time to discuss the assignment.

Module 5

CRITICAL THINKING ASSIGNMENT (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Job Design/Work Procedures

This Critical Thinking Assignment focuses on how a firm can use method analysis to develop work procedures. Given your chosen Portfolio Project option, create an activity chart for an activity that might be found in your selected firm. Your narrative that accompanies the activity chart should explain the interactions of the employees, or the work procedures that should be utilized.

Instructions:

- Your essay must have an organizational structure that includes an introduction section to the firm, a conclusion section, and individual sections that address the activity chart noted above.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

Option #2: Labor Standards with an International Focus

This Critical Thinking Assignment focuses on how a firm may have to deal with conflicting international labor standards against an effort to standardize work processes in order to optimize production. Your task is to consider how varying international labor standards might impact the globalization of operational processes in a company.

Instructions:

- Your essay must have an organizational structure that includes the introduction section to the firm, a conclusion section, and individual sections that address the varying labor standards noted above.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.

- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources

PORTFOLIO PROJECT REMINDER (0 points)

Continue working on your Portfolio Project, referring to the Portfolio Project assignment and the corresponding grading rubric in the Module 8 folder. The Portfolio Project is due at the end of the course, before midnight on Sunday of Week 8.

You are encouraged to visit the CSU-Global Library for additional resources, or contact the CSU-Global Librarian at Library@CSUGlobal.edu. The Purdue Online Writing Lab's (OWL) APA Formatting and Style Guide, available at <http://owl.english.purdue.edu/owl/resource/560/1/>, is also a great resource for additional information.

If you have questions, contact your instructor sooner rather than later so that you have ample time to discuss the assignment.

Module 6

CRITICAL THINKING ASSIGNMENT (70 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Supply Chain Strategy – Product-Based

This Critical Thinking Assignment focuses on supply chain strategies, negotiations, performance, and the issues and opportunities associated with the supply chain. You will describe how the supply chain strategy supports the overall strategy of a particular product-based firm.

Conduct research and assess a single product-based firm, focusing on one specific product, such as Ford's F-150. As you describe the supply chain strategy for this firm, be sure to:

- Assess each phase in the supply chain process for the selected firm.
- Evaluate the supply chain strategies for the selected firm.
- Appraise the performance of the supply chain for the selected firm.
- Describe the negotiation aspects of the supply chain for the selected firm.
- Discriminate among issues and opportunities associated with the selected firm.

Instructions:

- Your essay must have an organizational structure that includes an introduction section, a conclusion section, and individual sections that address each question noted above.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#)
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

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Option #2: Supply Chain Strategy - Service-Based

This Critical Thinking Assignment focuses on supply chain strategies, negotiations, performance, and the issues and opportunities associated with the supply chain. You will describe how the supply chain strategy supports the overall strategy of a particular service-based firm.

Conduct research and assess a single service-based firm. As you describe the supply chain strategy for this firm, be sure to:

- Assess each phase in the supply chain process for the selected firm.
- Evaluate the supply chain strategies for the selected firm.
- Appraise the performance of the supply chain for the selected firm.
- Describe the negotiation aspects of the supply chain for the selected firm.
- Discriminate among issues and opportunities associated with the selected firm.

Instructions:

- Your essay must have an organizational structure that includes an introduction section, a conclusion section, and individual sections that address each question noted above.
- Write a 3-4-page paper, not including the required title and reference pages.
- You must support your analysis with at least two current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

Remember, a product-based business sells a physical, tangible product, while a service-based business sells a service, which has no physical or tangible product.

PORTFOLIO PROJECT REMINDER (0 points)

Continue working on your Portfolio Project, referring to the Portfolio Project description and the corresponding grading rubric in the Module 8 folder. The Portfolio Project is due at the end of the course, before midnight on Sunday of Week 8.

You are encouraged to visit the CSU-Global Library for additional resources, or contact the CSU-Global Librarian at Library@CSUGlobal.edu. The Purdue Online Writing Lab's (OWL) APA Formatting and Style Guide, available at <http://owl.english.purdue.edu/owl/resource/560/1/>, is also a great resource for additional information.

If you have questions, contact your instructor sooner rather than later so that you have ample time to discuss the assignment.

Module 7

PORTFOLIO PROJECT REMINDER (0 points)

Continue working on your Portfolio Project, referring to the Portfolio Project assignment and the corresponding grading rubric in the Module 8 folder. The Portfolio Project is due at the end of the course, before midnight on Sunday of Week 8.

You are encouraged to visit the CSU-Global Library for additional resources, or contact the CSU-Global Librarian at Library@CSUGlobal.edu. The Purdue Online Writing Lab's (OWL) APA Formatting and Style Guide, available at <http://owl.english.purdue.edu/owl/resource/560/1/>, is also a great resource for additional information.

If you have questions, contact your instructor sooner rather than later so that you have ample time to discuss the assignment.

Module 8

PORTFOLIO PROJECT (330 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Same Firm – Three Different Products

This Portfolio Project options requires you to evaluate the implications for operations management within organizations that operate in an international or global environment. For this assignment, you will select and assess three different products from the same firm; for example, the Ford Motor Company, with the three products being the Ford Escape, Ford Edge, and Ford F-150.

Your final project should:

- Appraise your selections and describe the types of goods sold, as well as the industry in which the organization operates.
- Analyze the organization's supply chain characteristics: type of supply chain, negotiation strategies, performance of the supply chain, and areas for improvement.
- Evaluate the approach that your firm(s) uses to maintain a competitive advantage, and if applicable, the global business operations strategy.
- Defend the organizations' production processes, the customer interaction with those processes (if applicable), and the technologies used in production.
- Judge the organization's commitment to quality and excellence, as well as the processes used for measuring quality.
- Describe the organization's inventory methodologies and model(s), and suggest any areas for improvement.
- Justify the organization's operational planning policies, job designs, and work environment issues, if any.
- Describe the organization's movements, if any, toward lean processes, and the effects of those processes on culture, efficiency, and success.

For each bullet point above, include your observations (based on the research material) about where improvements can be achieved.

Instructions:

- Your essay must have an organizational structure that includes an introduction section, a conclusion section, and individual sections that address each requirement noted above.
- Write an 8-10-page paper, not including the required title and reference pages.
- You must support your analysis with at least four current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

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You are encouraged to visit the CSUG Library for additional resources, or contact the CSU-Global Librarian at Library@CSUGlobal.edu. The Purdue Online Writing Lab's (OWL) APA Formatting and Style Guide, available at <http://owl.english.purdue.edu/owl/resource/560/1/>, is also a great resource for additional information.

Option #2: Same Type of Product - Three Different Firms

This Portfolio Project option requires you to evaluate the implications for operations management within organizations that operate in an international or global environment. For this assignment, you will select and assess the same type of product from three different firms, such as an SUV vehicle from Ford, Toyota, and BMW.

Your final project should:

- Appraise your selection and describe the types of goods sold, as well as the industry in which the organizations operate.
- Analyze each organization's supply chain characteristics: type of supply chain, negotiation strategies, performance of the supply chain, and areas for improvement.
- Evaluate the approach that each firm uses to maintain a competitive advantage, and if applicable, the global business operations strategy.
- Defend each organization's production processes, the customer interaction in those processes, if applicable, and the technologies used in production.
- Judge each organization's commitment to quality and excellence, as well as the processes used for measuring quality.
- Describe each organization's inventory methodologies and model(s), and any areas for improvement.
- Justify each organization's operational planning policies, job designs, and work environment issues, if any.
- Describe each organization's movements, if any, toward lean processes, and the effects of those processes on culture, efficiency, and success.

For each bullet point above, include your observations (based on the research material) about where improvements can be achieved.

Instructions:

- Your essay must have an organizational structure that includes an introduction section, a conclusion section, and individual sections that address each requirement noted above.
- Write an 8-10-page paper, not including the required title and reference pages.
- You must support your analysis with at least four current scholarly references and the course textbook. The CSU-Global Library is a good place to find these sources. Sources such as Wikipedia, *USA Today*, Fox News, or MSNBC News will not be accepted.
- Your paper must be properly cited and formatted according to the [CSU-Global Guide to Writing & APA](#).
- This is an individual paper, which must adhere to CSU-Global's Re-Using and Re-Purposing One's Own Work policies.
- Review the similarity results from Turnitin and correct all issues within the body of the essay. Paraphrasing is encouraged, but always cite your sources.

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Course Policies



Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Assignments

Grading Scale and Policies

A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6

35% Portfolio Project

B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

In-Classroom Policies

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style

All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.