

**Master of Science in Operations Management  
University of Arkansas  
Graduate Course Descriptions and Objectives  
Last updated: August 15<sup>th</sup>, 2017**

## OMGT 5003—Introduction to Operations Management

### Course description:

Provides an overview of the functional activities necessary for the creation/delivery of goods and services. Topics covered include: productivity; strategy in a global business environment; project management; quality management; location and layout strategies; human resources management; supply chain and inventory management; material requirements planning; JIT; maintenance and reliability; and other subjects relevant to the field. Required course.

### Course Objectives:

The course goal is to define operations management and the role of the operations manager in making strategic OM decisions in relation to the following objectives:

1. Apply strategies for **Designing and Producing Products and Services**.
2. Apply a Total **Quality** Management principles that identify and satisfy customer needs
3. Make **Process and Capacity Design** decisions along with process options for products and services.
4. Select optimal facility **Locations** for both manufacturing and service organizations.
5. Select effective and efficient **Layout** strategies that will meet the firm's competitive requirements.
6. Create a **Human Resource strategy** to manage labor and design jobs.
7. Make **Supply Chain Management** decisions giving consideration to quality, delivery, innovation and costs.
8. Make **Inventory decisions** that strike a balance between inventory investment and customer service.
9. Make quantity and timing of production decisions for the intermediate future through **planning and scheduling**
10. Make **reliability and Maintenance** decisions to maintain the capability of Operations Management systems.
11. Evaluate the importance of strategies to achieve competitive advantage in a global environment
12. Construct Analytical tools for Operations Managers that include the following decision making tools: linear programming, transportation models, waiting-line models, learning curves, and simulation.
13. Apply excel functions as tools to aid in the analysis and evaluation of solutions for strategic OM decisions. Excel required.

## **OMGT 5013—Supply Chain Management for Operations Managers**

### **Course description:**

Focuses on the development and application of decision models in supply chains with emphasis on supply chain performance, cost, and metrics; demand forecasting; aggregate planning; inventory management; supply chain design and distribution; transportation modeling and analysis; supply chain coordination; the role of information technology; and sourcing decisions. Spreadsheet tools and techniques will be used to analyze supply chain performance.

Prerequisites: OMGT 4333 and OMGT 5003.

### **Course Objectives:**

1. Define a supply chain and discuss its goals and the impact of supply chain decisions on the success of the organization
2. Describe how a company achieves strategic fit between its supply chain strategy and its competitive strategy
3. Identify the major drivers of supply chain performance and be able to define the key metrics for tracking performance of the supply chain for each driver
4. Explain the role of forecasting for both an enterprise and a supply chain and be able to identify the components of a demand forecast
5. Discuss the importance of aggregate planning as a supply chain activity
6. Explain the impact of quantity discounts and trade promotions on lot size and cycle inventory
7. Describe the role of safety inventory in a supply chain and be able to identify the factors that influence the appropriate level of safety inventory
8. Describe the role of sourcing in a supply chain and identify the dimensions of supplier performance that impact total cost
9. Identify the key factors that must be considered when designing a distribution network and discuss the strengths and weaknesses of various distribution options
10. Define uncertainties that are particularly relevant when designing global supply chains and explain strategies for mitigating risk in global supply chains
11. Evaluate the strengths and weaknesses of different modes of transportation in a supply chain
12. Explain the importance of information and information technology in a supply chain
13. Describe supply chain coordination, the bullwhip effect, and their impact on supply chain performance
14. Identify obstacles to coordination in supply chains

## **OMGT 5113—Human Resource Management**

### **Course description:**

A review of Human Resources Management functions as they apply in today's business setting with specific emphasis on regulatory compliance, total rewards systems, recruitment, training, and employment practices. The course is designed both for HRM professionals and for line managers/professionals who need to understand the roles and responsibilities of HR as a business partner.

### **Course Objectives:**

1. Explain the core function of Human Resources Management as it relates to operating a business with emphasis on the numerous tools utilized by the Human Resources practitioner
2. Demonstrate Human Resources' impact on the morale and attitude of employees through effective conflict-resolution and corrective action processes that promote favorable employee relations
3. Enumerate regulatory challenges involved in Human Resources Management and the consequences to the individual and the enterprise for lack of compliance
4. Present ways in which Human Resources can add value to the organization through the implementation of effective employment practices and by influencing/motivating employees
5. Describe methods and tactics employed by Human Resources professionals in developing total performance management systems, as well as implementing these systems such that they will be supported by both operational leadership and employees
6. Explain operations managers' responsibilities in the area of performance management, including the application of evaluation and coaching tools available within the field
7. Explain the role of training and development in fostering management competencies, employee productivity, and organizational effectiveness
8. Discuss the tools available in the area of recruitment and staffing to continually improve the organization's talent pool, thus enhancing the organization's competitive position
9. Explore Human Resources' role as the face of the organization in creating a favorable labor relations environment and the impact of unions on the competitive position of American corporations, operating in a global marketplace
10. Review Human Resources' role in international operations as it relates to value systems, ethics and customs that vary from those found in US domestic operations

## OMGT 5123—Finance for Operations Managers

### Course description:

Examines the scope and environment of finance for operations managers. Topics include financial markets, interest rates, financial statements, cash flows, and performance evaluation. Valuation of financial assets, using time value of money; the meaning and measurement of risk/return; capital-budgeting, cost of capital, capital structure, dividend policy, and working capital management are also covered. Required course (may substitute OMGT 5463). Prerequisite: OMGT 4323.

### Course Objectives:

1. Explain and apply the concept of time value of money
2. Discuss decision making effectiveness in financial performance analysis and evaluation, capital budgeting, cost of capital, dividend policy, capital structure, working capital management and international issues
3. Describe financial issues, problems, and decisions confronting the manager
4. Present the framework to understand, analyze, and generate solutions consistent with maximizing value of the firm
5. Develop ability to perform financial analysis through the application of concepts, methods and tools including:
  - a. Financial performance evaluation using ratio analysis,
  - b. Measurement of cash flow,
  - c. Reading and interpreting financial statements,
  - d. Capital budgeting issues,
  - e. Dividend decisions and the impact on firm value,
  - f. Working capital and liquidity management
  - g. Issues for the international firm.

## **OMGT 5133—Operations Management in the Service Sector**

### **Course description:**

Review of the role of operations management in the service sector, e.g., health care systems, banking, municipal services, utilities, and postal service and others. Emphasizes the principles and methodologies applicable to the solution of problems within the service industries.

### **Course Objectives:**

1. Be able to fluently articulate the unique and similar aspects of a "service" and a "product"
2. Apply fundamental marketing paradigms to the management of services.
3. Describe and reconcile the nuances of that which is considered "qualitative" in nature versus that which is deemed "quantitative".
4. Move fluidly between organizational levels in understanding and expressing service concepts.
5. Discuss with various aspects of managing and marketing service organizations.
6. Justify outcomes of the processes and decisions, explaining assumptions and reasons within the context of the strategic goals of the organization.
7. Formulate a strategic service vision.
8. Discuss and articulate the importance of the customer perspective in each facet of delivery.

## **OMGT 5143—Strategic Issues in Human Resource Management**

### **Course description:**

Explores the concept of Strategic Human Resource Management with emphasis on effective partnering by various HR functions with all levels of management to support the large-scale, long-range goals of achieving success in the organization's chosen markets. Internal and external impacts on and of HR in all areas will be examined. Students will analyze case studies to build on basic concepts acquired in OMGT 5113. Prerequisite: OMGT 5113 or consent.

### **Course Objectives:**

1. Describe the changing roles of HRM in contemporary business and government organizations
2. Evaluate the impact of internal and external challenges to HR function in organizations
3. Define what it takes to effectively partner with Operations Managers and the functional areas of the organization in accomplishing corporate objectives and attaining business excellence
4. Evaluate the challenges to HRM posed by an increasingly multigenerational and multicultural society and by the demands of an increasingly diverse workforce
5. Describe the latest political, legal and regulatory changes/trends and their impact on HRM
6. Outline the legal and ethical challenges facing managers in today's society
7. Develop the analytical capacity to quantify HR's impact on the organization, utilizing balance scorecard, benchmarking and other metrics
8. Explore the evolving role of HRM in creating value for the organization in the areas of Compensation, Benefits, Recruiting/Staffing, ER, Training & Development, etc.
9. Apply concepts learned to the analysis and interpretation of specific HRM case studies
10. Assess the impact of technology on the HRM function with respect to change in the work environment, interpersonal dynamics, and a widely dispersed workforce

## **OMGT 5223—Safety and Health Standards Research**

### **Course description:**

Intended for students who have completed either INEG 4223 or OMGT 4303 and desire to do research in the field of occupational safety and health standards. Consists of six structured research topics or problems, completed individually by each student in the class. Topics include certification requirements, noise limits and abatement, ergonomics, training, and other issues critical to Safety and Health Professionals (same as INEG 5223). Prerequisite: INEG 4223 or OMGT 4303; or relevant H&S work experience.

### **Course Objectives:**

1. Develop skills needed to do proper and effective research on safety and health topics
2. Explain the certification requirements for Certified Safety Professional and Certified Industrial Hygienist
3. Gain exposure to professional journals and societies developed for certified professionals
4. Research the Occupational Safety and Health Administration and gain understanding regarding the role of this organization and the impact of its standards on the enterprise.
5. Review ergonomics, fire, flammability, and other specific aspects of safety and health
6. Know current training requirements and techniques for employees

## **OMGT 5253 Leadership Principles**

### **Course Description:**

The course is designed to expose students to multiple approaches to leadership in a wide variety of settings. Leadership styles, the knowledge areas and competencies expected of today's leaders, the challenges leaders face, the historical and philosophical foundations of leadership, the relationships among leadership theory, leadership practice, and the moral-ethical aspects of leadership are among the topics covered in the course. A number of respected regional, national, and international leaders share "lessons learned" in their leadership journeys. Plus, a number of highly regarded leadership books and case studies on leadership are read and discussed. Students may not receive credit for INEG 4253 and INEG 5253/OMGT 5253.

### **Course Goals/Objectives:**

1. Compare, contrast and apply leadership styles and methods as well as ethical standards to current leaders and situations.
2. Compare and analyze classical and new leadership character development theories and models, including competence and ethical development.
3. Apply leadership considerations to legal, regulatory, ethical, corporate and individual responsibility.
4. Develop an awareness of personal competencies, core values, strengths and weaknesses to identify a personal leadership style.
5. Distinguish the varieties of leadership: charismatic, situational, indirect and direct, informal, legitimate, and positional.
6. Examine historical leadership icons with contemporary leaders.

## **OMGT 5303—Health Care Policies and Issues**

### **Course description:**

Explores Health care management strategies and policy development with emphasis on health insurance, Medicare, Medicaid and managed care, as well as employee health benefits. The roles of government and business in policy formulation are addressed, as are the problem of financing health care, legal and ethical considerations, current healthcare issues, and quality measures.

### **Course Objectives:**

Each student should accomplish/master the following skills upon completion of this course:

1. Develop a general understanding of the health care system.
2. Develop an understanding of the measurements and determinants of health status.
3. Identify the components of the health care system, and explain their impact, significance, purpose, and larger consequences.
4. Discuss the dynamics of access to the health care system.
5. Explain the cost and finance aspects of the health care system.
6. Explain how quality is determined and measured within the health care system.
7. Describe health care benefits and their impact on at all levels within the health care system.
8. Describe the evolving role of government and its impact on the health care system.

## **OMGT 5403—Industrial Safety and Health Administration**

### **Course Description:**

Based on Federal Regulations for Occupational Safety and Health, the course examines current regulations, as well as their commonsense application. Covers various standards, such as those for material handling, personal protective equipment, toxic substances, and machine guarding. Uses case studies and real world scenarios to present topics and demonstrate their application.

### **Course Objectives:**

1. Review and discuss Federal Safety and Health Regulations, as well as their application to and impact on private business
2. Explain essential record keeping such as work-related illness and injury logs and environmental impact reporting
3. Describe various techniques for hazard avoidance and accident analysis, impact of injuries, and worker's compensation
4. Summarize how to protect personnel through medical treatment, first aid, and personal protective equipment
5. Execute facility safety through emergency preparedness, contractor safety, workplace security, emergency egress, and fire safety
6. Summarize how to create a safe working environment for employees through ergonomics, industrial noise elimination, and toxic substance management
7. Explain how an educated and informed workforce is maintained through safety training and orientation, hazard communication, and employee right-to-know
8. Outline several quantitative tools of safety and health management, such as ergonomic analysis, permissible exposure to toxic substances, permissible noise exposure, and electrical safety

## **OMGT 5373—Quality Management**

### **Course description:**

Introduces students to quality management concepts and their use in enhancing organizational performance and profitability. History of the quality movement, its broad application in key economic sectors, and philosophical perspectives of major quality leaders will be discussed. Focus is on continuous process improvement, using data and information to guide organizational decision-making. The Six Sigma approach and associated statistical tools, supporting process improvement, are also covered. Prerequisite: OMGT 4333.

### **Course Objectives:**

1. Define quality and compare and contrast this definition from a variety of perspectives
2. Discuss the application of quality in the various organizations; manufacturing, service, healthcare, and education
3. Compare and contrast the philosophies of Deming, Juran, and Crosby
4. Discuss the role that quality management frameworks such as the Malcolm-Baldrige, ISO-9000, and Six Sigma play in improving an organization's quality performance
5. Discuss the role of the customer, the importance of building customer relationships, and the strategies for measuring customer satisfaction
6. Discuss the role of quality leadership in strategic planning and high performance human resource practices
7. Discuss the scope of process management and specific process improvement techniques
8. Discuss the scope of performance measurements and their impact on the cost of quality within the organization
9. Discuss culture change and the associated barriers to creating a culture of performance excellence
10. Define and discuss the Six-Sigma problem solving process
11. Explain the various tools available for process improvement
12. Explain the use of statistical process control and its impact on process improvement

## **OMGT 5423—Operations Management and Global Competition**

### **Course description:**

Studies of principles and cases in business/industrial administration in global competition. Survey of markets, technologies, multi-national corporations, cultures, and customs. Discussions of ethics, professionalism, difference valuing, human relations skills, and other topics relevant to global practice.

### **Course Objectives:**

1. Describe the different challenges businesses face when they operate in a global environment
2. Explain the national differences in Political, Economic and Legal systems.
3. Examine the various cultural, legal and political issues that impact international business effort
4. Discuss the international institutions and agreements that influence international business practices
5. Explain the various International Trade theories
6. Describe investment theory, foreign exchange and the determination of foreign exchange rates
7. Explain the interaction of business and governments as they relate to international commerce
8. Describe the management implications of international business strategy and operations
9. Discuss how the different cultures impact the global economy

## **OMGT 5433—Cost Estimation Models**

### **Course description:**

Examination of methodologies for estimating and forecasting product and service costs. Topics include labor and material cost analysis; accounting analysis including financial statements, depreciation, budgeting, and overhead allocation; forecasting techniques; general cost estimating methods; operations estimating and analysis; product cost estimating, including pricing approaches; measuring after tax cash flows and utilizing breakeven models (same as INEG 5433). Prerequisite: OMGT 4323 and OMGT 4333, or consent.

### **Course Objectives:**

The course objective is to provide fundamental concepts and principles that will increase the managerial/operational effectiveness of the student and to facilitate student learning in the following areas:

1. Describe how labor and material costs affect selling price, profit margins, and breakeven analysis.
2. Discuss the concept of an accounting analysis to include financial statements, depreciation methods, budgeting concepts, and overhead allocation.
3. Discuss different methods of forecasting techniques – Including linear regression, projects, and learning curve.
4. Apply cost and time estimating relationships and apply general cost and operations estimating methods and analysis
5. Demonstrate the use of product cost estimating and pricing approaches used in breakeven and profit estimation calculations
6. Discuss the importance of after tax cash flows and utilizing breakeven models
7. Describe decision making including rate of return, payback period
8. Discuss methods/concepts with respect to time value of money.

## OMGT 5443: Decision Models

### Course Description:

Focus on quantitative and qualitative decision models and techniques for technical and managerial problems. Emphasis on application and interpretation of results. Topics include decision trees, influence diagrams, weighting methods, value of information, Analytic Hierarchy Process, Bayes Theorem, Monte Carlo simulation, utility theory, risk analysis, group decision-making and expert systems. Prerequisite: OMGT 4333.

### Course Objectives:

1. Understand the challenges of individual and organizational decision making.
2. Understand the mathematical foundations and axioms of decision analysis.
3. Be able to develop and implement a decision process using the appropriate decision models in a public or private organization.
4. Understand and apply the techniques of qualitative decision analysis to frame the decision problem and develop creative alternatives.
5. Be able to develop decision objectives and value measures for a decision problem.
6. Develop deterministic single and multiple objective decision models, perform analysis and identify decision insights.
7. Understand decision making heuristics and avoid cognitive and motivational biases
8. Be able to identify key uncertainties and quantify uncertain knowledge with probability.
9. Perform probabilistic single and multiple objective decision analysis and develop decision insights.
10. Develop a decision model and perform a decision analysis on a *significant* professional decision.
11. Effectively communicate the problem frame, decision insights, and decision recommendation.

## **OMGT 5463—Economic Decision-Making**

### **Course description:**

Principles of economic analysis with emphasis on discounted cash flow criteria for decision-making. Comparison of criteria such as rate of return, annual cost, and present worth for the evaluation of investment alternatives. Required course (may substitute OMGT 5123). Prerequisite: OMGT 4323.

### **Course Objectives:**

1. Describe the role and fundamental concepts of economic decision making
2. Be able to conduct an economy decision analysis
3. Use Excel spreadsheet functions to solve economic decision making problems
4. Be able to apply the concept of time value of money,
5. Make economic calculations for interest rates and cash flows,
6. Compare mutually exclusive alternatives on a present worth, annual worth, and future worth basis
7. Understand and perform rate of return analyses
8. Conduct benefit/cost analysis
9. Compare multiple alternatives economically using multiple attributes
10. Perform an economic replacement analysis
11. Analyze independent alternatives when there is a capital investment limit
12. Explain the concept and applications of depreciation methods and perform after-tax cash flow analysis

## **OMGT 5503—Maintenance Management**

### **Course description:**

Principles and practices of maintenance department organization, prevention procedures, and typical equipment problems. Includes related topics such as plant protection, preventative and plant maintenance. (Students must have met the requirement for OMGT 4333--Applied Statistics prior to enrollment)

### **Course Objectives:**

1. Describe the strategic importance of a structured maintenance plan (as it aligns with the 10 Operations Management Decisions)
2. Analyze system reliability and interpret key failure metrics
3. Distinguish between preventive and corrective maintenance
4. Compare and interpret preventive maintenance costs and corrective maintenance costs
5. Analyze maintenance improvement methodologies
6. Develop a Total Productive Maintenance (TPM) program plan for an organization to implement

## **OMGT 5613 Lean Production and Inventory Control**

### **Course Description:**

Defines analytical methods used to support inventory replenishment for the production of goods and services. Operational problems of production systems are examined, including objective/subjective forecasting methods; aggregate planning of work force and production under seasonal demand; and inventory models of EOQ for known and unknown demand. Supply chain management and lean manufacturing concepts are also discussed. Prerequisites: OMGT 4333 and OMGT 5003.

### **Course Objectives:**

The goal of this course is to prepare future operations managers in the functional responsibilities of a production and inventory control manager. The APICS (Association of Operations Management) suggests the selected text for study prior to taking the CPIM (Certified in Production and Inventory Management) exam.

Upon completion of this course, students should be able to:

1. Use the steps in the production planning and control process to create a plan for production and procurement of materials with the objective of meeting forecasted demand using available capacity. (Use a spreadsheet when applicable).
2. Select, apply and evaluate demand forecasting methodologies. (Use a spreadsheet when applicable).
3. Select, apply and evaluate inventory control policies. (Use a spreadsheet when applicable)
4. Create a plan from a manufacturing firm's perspective for interfacing with both suppliers and customers.
5. Explain product design and process design, the factors that influence them and how they impact one another.
6. Apply one or more of the following continuous process improvement methodologies/tools: lean production, process control, ISO 9000:2008, Six Sigma, Quality Function Deployment so that customer's receive the right product at the right time and cost is minimized (Total Quality Management).

## **OMGT 5623—Strategic Management**

### **Course Description:**

Examines strategic management, which is defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its long-term objectives. Principles of strategic management will be covered in conjunction with case studies to provide opportunity for analysis and experience in applying these principles in an operations management environment.

### **Course Objectives:**

1. Develop vision and mission statement
2. Perform external and internal strategic management audits
3. Establish long-term strategic objectives
4. Generate, evaluate, and select strategies
5. Implement strategies to address management, operations, marketing, financial, R&D, and MIS issues
6. Measure and evaluate strategic performance
7. Explain business ethics, social responsibility and environmental sustainability.
8. Discuss global / international issues.

## OMGT 5653 – Data Analytics

**Course Description:** Introduces data science and data analytics. Provides basic skill instruction in the statistical data analysis programming language R. Provides experience building and interpreting descriptive and predictive data analytics models. Provides practice communicating those results to senior stakeholders and decision makers. Prerequisites: OMGT 4853 and OMGT 5003.

### Course Objectives:

1. Demonstrate basic proficiency in the R programming language for statistical analysis.
2. Apply Affinity Analysis to analyze data to support decision-making.
3. Apply descriptive statistical and graphical displays of data to communicate results of data analytics to senior stakeholders and decision makers.
4. Apply classification methods such as K-Nearest Neighbors and Classification Trees to evaluate solutions to complex engineering problems.
5. Use Linear Regression to make statistical predictions to support decision-making.
6. Use the data reduction method of K-Means Analysis to select between solutions to complex engineering problems.
- 1.** 7. Develop executive summaries, oral presentations, and detailed technical reports to communicate results of data analytics to senior stakeholders and decision makers.

## **OMGT 5673—Principles of Operations Research**

### **Course Description:**

Surveys the mathematical models used to design and analyze operational systems. Includes linear programming models, waiting line models, computer simulation models, and management science. Students will be introduced to applications of operations research and solution methods, using spreadsheet software. Prerequisite: OMGT 4333.

### **Course Objectives:**

1. Students will increase their scientific decision-making effectiveness through utilization of operations research methods.
2. Gain an understanding of the importance of precise problem definition
3. Demonstrate the ability to identify the decision variables, parameters, constraints, and objective functions associated with a problem
4. Obtain an understanding of the role of sensitivity analysis in operations research
5. Become familiar with the most common models used in operations research, as well as the underlying assumptions and most common applications of these models

## **OMGT 5733—Human Behavior Analysis**

### **Course description:**

Examination of the principal drivers of individual and group behavior in organizations with coverage of practical applications of concepts in organizational behavior for operations managers. In addition to group behavior, individual behavior and organizational processes, the course explores people management challenges that result from external pressures on stakeholders (e.g. competitive, economic, social, political, and regulatory impacts).

### **Course Goals/Objectives:**

1. Demonstrate the application of scientific methods as they bear on practical resolution of people management problems
2. Analyze potential causes and consequences of specific workplace behavior by individuals, by individuals within groups, and by groups within the organization
3. Explain the multidisciplinary roots of the field of human behavior analysis and the application of theory at all levels of analyzing behavior in organizations
4. Evaluate the relative impact of individual differences and situational factors on workplace behavior
5. Analyze the effect on individual employees of organizational change that is driven by technology and evolving workplace models (telecommuting, virtual business, etc.)
6. Examine the elements of building constructive relationships and mutual trust in the workplace
7. Discuss the management challenges inherent in the varied values, belief systems and expectations that characterize the changing demographics of a global workforce
8. Develop skills in building and managing effective teams
9. Evaluate the most recent developments in motivation theory as these find application in the workplace, as well as the relative importance of organizational reward systems vs. managerial behavior in motivating individuals and groups
10. Examine the factors involved in individual and group decision-making, particularly those that can enhance or degrade the quality of decision outcomes in organizations
11. Analyze formal and informal communication processes and networks in organizations that can positively or adversely affect workplace morale and organizational effectiveness

## **OMGT 5993 Homeland Security for Operations Managers**

**Course Description:** Provides foundation knowledge of homeland security and compliance systems for the operations manager. Covers elements of the required body of knowledge for industry standard certifications including government and industry compliance standards. Focuses on system integration to improve efficiency and reduce duplicative process cost.

### **Course Objectives:**

1. Explain effective organization structures of security units and the role of operations managers in industry and government positions
2. Understand the various legal, ethical, regulatory and professional standards and programs for operations managers.
3. Analyze information technology security methods and techniques.
4. Apply leadership techniques to global security process improvement and management of security staff.
5. Apply quantitative techniques to measure the effectiveness of security measures
6. Synthesize integrated homeland security systems following domestic and international compliance standards.
7. Present design options to homeland security decision makers.

## **OMGT 5783 – Project Management for Operations Managers**

### **Course description**

An introduction to the Critical Path Method and Program Evaluation and Review Technique. Covers project planning and control methods; activity sequencing; time-cost trade-offs; allocation of manpower and equipment resources; scheduling activities; and computer systems for PERT/CPM with emphasis on MS Project. Case studies include topical issues combining methodologies and project management soft skills, such as conflict management, negotiation, presentations to stakeholders, and team building.

### **Course Objectives:**

1. Describe the major characteristics of a project and defend the importance of project management
2. Apply project initiation techniques
3. Apply scope management techniques
4. Apply scheduling techniques
5. Apply budgeting techniques
6. Develop a risk management plan
7. Conduct progress measurements and evaluations to determine project status
8. Develop a framework for project closure
9. Evaluate case studies, scenarios, or current events in terms of professional and ethical responsibilities.
10. Use Project Management Software to plan, schedule, and control a project
11. Develop a life-cycle project plan including scope, schedule, budget, and risk

## **OMGT 5823 Information Technology for Operations Managers**

### **Course description:**

Information Technology for the management and control of information systems and processes used in operations management. Topics covered include e-Business and e-Commerce systems, Management Information Systems (MIS), Data Resource Management, networking, Decision support, information security, Enterprise and Global IT, and IT Strategies and Solutions for Operations Managers.

### **Course Goals/Objectives:**

*Upon completion of this course you should be able to:*

1. Discuss what role does IT play for Operations Managers?
2. Identify the trends and explain the concepts of e-Commerce applications and describe other emerging technologies (e.g. cloud computing) and the challenges that impact an Operations Manager
3. Demonstrate knowledge and describe security challenges and propose ways operations managers can mitigate the harmful effects of cyber crime, hacking, computer worms, viruses and malware.
4. Use database concepts including Database Management, Data warehousing, Data Mining, Database structures and database development to develop a basic database.
5. Describe and determine the major systems, components, and functions of computer systems utilized by Operations Managers including the following: Customer Relations Management System (CRM); Enterprise Resource Planning (ERP); Decision Support Systems, Management Information Systems (MIS); and change management
6. Apply the concepts of an enterprise and global network management using the major components of hardware, software, media and services
  - a. Operating Systems
  - b. Emerging software tools
  - c. Programming language

## **OMGT 5833 Decision Support Application Development for Operations Management**

### **Course description:**

Students will utilize Microsoft Excel and Visual Basic for Applications to develop custom solutions to challenging operations management problems. Emphasis will be placed on computing productivity in a spreadsheet-based setting to develop practical, useful decision support applications to support operations management.

Prerequisite: OMGT 4853, excellent spreadsheet skills, computer programming experience, and familiarity with Microsoft Excel or other spreadsheet tools

### **Course Objectives:**

Upon completion of this course, students will be able to

- Develop practical, useful decision support applications to support operations management
- Create, debug, and execute custom decision support applications in Visual Basic for Applications
- Design appropriate user interfaces for decision support application program control
- Query databases using structured query language (SQL)

## **OMGT 5873—Organizing for Change**

### **Course description:**

Provides a framework for managing organizational change within an enterprise. Strategies are examined for transitioning organizations from current state operations to desired future state operations. Topics include linking strategic goals to organizational structure, the impact of culture on change success, gaining executive commitment and stakeholder engagement, developing organizational readiness and implementing and sustaining organizational change.

### **Course Objectives:**

1. Create change strategies that support strategic organizational goals.
2. Describe how the organization's culture affects its response to the elements of a competitive environment and its ability to implement change.
3. Select methodologies to develop executive level commitment to lead change within an organization.
4. Determine ways to build stakeholder engagement that involves each layer of the organization.
5. Create an organizational readiness and change management plan.
6. Describe how integration of the world business environment affects the manager's role
7. Discuss the role entrepreneurs and disruptive technologies have in forcing change in organizations.
8. Describe the elements of organizational structure and how each impacts the ability to successfully implement organizational change

## **OMGT 5983 – Advanced Project Management**

**Course Description:** This course builds upon the project management for operations managers' course and offers students an opportunity to apply advanced project management tools to manage troubled projects. Topics include determining the project status using the schedule baseline, cost estimations, and earned value management techniques. Students will learn how to perform a project assessment/audit and will create a troubled project recovery plan. The course includes presentations of case study assignments to gain experience in communicating the status and recovery of failed and troubled projects.

### **Course Objectives:**

1. Evaluate the status of a troubled project
2. Interpret Earned Value Management results and make recommendations for corrective action
3. Use advanced estimation techniques
4. Apply schedule compression and cost reduction techniques to meet project requirements
5. Evaluate and apply an alternate scheduling philosophy
6. Use Project Management Software to plan, schedule, and control a project
7. Develop an Integrated Change Control Plan to catalog and communicate change
8. Evaluate case studies, scenarios, or current events in terms of professional and ethical responsibilities.
9. Develop a troubled project recovery plan

