OPSM 4820 MANUFACTURING PLANNING AND CONTROL

Fall 2023, Frisco Landing Room 300 (FRLD 300)
Wednesdays, 2:00 to 4:50p

Instructor Contact Information

Name:	**Clinton T Purtell, Ph.D.**
Office Location:	**BLB 333**
Phone Number:	**469-964-9753**
Office Hours:	**By Appointment through Zoom**
Email:	**Please Use Canvas Email**
TA Contact:	**To be announced via Canvas**

Communication Expectations

All course communication will be through the Canvas platform. For personal concerns or questions, please email me through Canvas email as well. When sending an email, please be sure to include the course number and section number (4820) in the subject line. Inquiries are replied to as quickly as possible, but always within 48 hours. In general, grades for reading assignments and quizzes (if any) are available immediately upon completion of the assignments. Case grades with feedback are available within one business week of submission.

Course Description

OPSM 4820 Manufacturing Planning and Control is an in-depth coverage of the function of production planning and control, including such topics as forecasting, materials requirements planning, capacity planning, master production scheduling, forecasting, production activity planning, quality control, lean processes, control and project management. The class will cover physical goods manufacturing and service processes. Students will learn and apply analytical skills, as well as solve problems in teams. Prerequisites(s): OPSM/MGMT 3830.

Course Structure

OPSM 4820 is taught in senior seminar format. Participation is key in a senior seminar. Thus, attendance and participation are a major portion of your grade. Simply reviewing the course material is not enough. You are expected to contribute your ideas to the course and back them up with external sources, views, and commentary. The course materials will be covered in approximately 16 weeks, from week 1 to week 16 of the semester. There are weekly modules in the course, as well as case studies. Each student will make multiple presentations as a member of a team. Students will also prepare and present a PowerPoint presentation for each case study. Students have the opportunity to earn Certificates of Completion through LinkedIn Learning for completion of certain tasks.

Course Prerequisites or Other Restrictions

Prerequisite(s): OPSM 3830. Additionally, you are expected to have working knowledge of the topics covered in the first three years of a typical undergraduate business or engineering degree. This prerequisite material includes statistics, forecasting and regression. We will not address material already covered in those courses. You should also have working knowledge of the internet, Canvas LMS, Microsoft Office, and Zoom; and be comfortable presenting your work in front of others.

Course Objectives

1) Introduce students to a broad array of topics that fall under the umbrella of manufacturing planning and control; this includes an exposure to the terminology, concepts, principles, etc. associated with the area.
2) Develop a basic understanding of traditional planning techniques used by tactical and operational managers in real-world organizations.
3) Learn and apply core analytical principles in manufacturing planning and control.
4) Learn and apply problem-solving principles as an individual and as a team.
5) Introduce students to new approaches for planning and control.

Materials

REQUIRED- We will utilize the CONNECT version of Jacobs, F. R., & Chase, R. B. (2024). Operations and Supply Chain Management. (17th ed.). McGraw Hill.
ISBN: 9781265349752

REQUIRED- We will also utilize Linkedin Learning (Lynda.com), provided to you at no charge via UNT. See HTTPS://AITS.UNT.EDU/SUPPORT/LINKEDINLEARNING for information on how to enroll or link to LinkedIn Learning courses.

Additional course materials, assignments, and other readings will be available within the Canvas portal or via links posted in Canvas or in the syllabus.

Note: You are expected to utilize additional outside resources as you prepare your case and individual presentations.

Teaching Philosophy

OPSM 4820 is an in-person senior seminar focused on expanding your understanding of Lean Manufacturing. It utilizes in class discussions and presentations. All materials, readings, quizzes, and cases are provided within the Canvas shell.

The course is designed to provide you with a detailed overview of the principles of manufacturing planning and control. Each module is self-contained. Assignments and preparation will be required prior to the beginning of class. Cases are to be completed individually or in a group, as directed by the professor. You will be expected to present your case findings during class on the dates noted in the syllabus (dates may be adjusted at the discretion of the professor). Completing all the assignment readings in the required time window will prepare you for the class discussions and the issues you will find in the cases.

As always, please reach out to me should you have any questions or concerns regarding the course.

A typical class will follow this outline:

1. Brief review of prior class content, including assignments
2. Overview lecture on new materials
3. Individual Presentations
4. Case Presentations as applicable
5. Discussion of new content

Course Requirements

Class Date	Chapter Materials	Topic(s) Covered	Presenting Group
23-Aug-23	Chapter 1	Syllabus; Ops Strategy, Process and Capacity; Topics Refresher	
30-Aug-23	Chapter 5	Capacity Planning and Strategic Capacity Management	
6-Sep-23	Chapter 7	Manufacturing and MPC	
13-Sep-23	Chapter 8 and 9	Facility Layout and Service Processes	
20-Sep-23		Exam 1	
27-Sep-23	Chapter 12	Quality Management	1
4-Oct-23	Chapter 13	Statistical Quality Control	2
11-Oct-23	Chapter 14	The Theory of Lean, Lean Management, and Lean Supply	3
18-Oct-23	Chapter 15	Distribution and Logistics Planning and Management	4
25-Oct-23	Chapter 18	Forecasting and Demand Management	5
1-Nov-23	Chapter 19	Sales and Operations Planning	
8-Nov-23		Exam 2	
15-Nov-23	Chapter 17	The Internet of Things and ERP	
22-Nov-23	Chapter 21	Master Production Scheduling and MRP	
29-Nov-23	Chapter 22/22S	Workcenter Scheduling/Production Activity Control/TOC	Final Team Presntation (Option)
6-Dec-23		Final Group Presentations	ALL - Final Teams
13-Dec-23	FINALS WEEK	Exam 3	

Grading

Individual Grading Components	
Attendance	10%
Weekly In-Class Participation/Discussion	10%
Online Exercises/Assignments	20%
Exams	30%
Individual Total	**70%**

Group Grading Components	
Chosen Topic Group Presentation	10%
Final Presentation	20%
Group Total	**30%**
Total Possible	**100%**

LETTER GRADE EQUIVALENT: These scores already include an adjustment for 'rounding' to the nearest tenth.

A = [89.5% - 100%]
B = [79.5% - 89.4%]
C = [69.5% - 79.4%]
D = [59.5% - 69.4%]
F = [59.4% or below]

Grades are based on total points earned during the semester. Point totals are not rounded.

Course Policies

Assignment Policy

All assignments are due by 11:59pm the night before the scheduled class of the week assigned. These should be uploaded to the appropriate assignment tab in Canvas. You are expected to approach each assignment with the professionalism required in the "business" world. Poor grammar and/or presentation formats will result in point deductions. **Late assignments are not accepted without prior authorization from the instructor**.

The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time-sensitive assessment activity, adjustments to the time windows may be provided based on the situation. Notwithstanding concerns regarding system availability, if you wait until the 11:59pm deadline to upload your work (i.e. wait until the last minute), late work will not be accepted. Students should immediately report any problems to the instructor and contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

Examination Policy

There will be three online examinations each may consist of problems, short answer questions, matching, essay questions, and/or multiple choice. Exams will come from class lectures and discussions, assigned readings, and other materials covered in the course (overhead slides, hand-outs, readings, cases, videos, etc.). There will be no make-up exams. Exams are not cumulative. *The final will not be given prior to the scheduled time in accordance with UNT final exam schedules.

GROUP PROJECT –

Each project team is required to carry out a manufacturing planning and control project (MPC), submit a report, and make a presentation. In order for such a major undertaking to be successful, each group needs to select an organization (either a service company or a manufacturing concern or a government agency or a nonprofit institution), make initial contacts, visit the facility, and discuss with one or more of the managers there to understand the MPC process. Relevant information gathered should be carefully analyzed and synthesized to gain insights into the MPC so that meaningful suggestions for improvement can be made.

The project report can be prepared with the aid of the textbook, class notes, and handouts. Use of personal experience, the Internet, and information from other sources should prove helpful and is encouraged. The issues addressed in the paper should be comprehensive and consist of the following:

(1) Description of the organization. This includes the name, location, and brief history of the firm, the type of industry it is in, the organizational structure, the variety of products made, the volume of each product, the transformation process(es) employed, the types of equipment used, the facility layout, the production strategy adopted, and the labor requirements (for example, skilled and unskilled workforces). Moreover, any MPC related corporate strategy that is being implemented should be reported as well.

(2) Description of the MPC function. This includes the size, structure, organizational position, and objectives of the MPC department, the variety of goods, parts, and components bought, the purchase volumes, the number and types of suppliers used, and the information technologies employed.

(3) Description of the MPC processes, and programs that are currently in place. These include, but are not limited to demand management, sales and operations planning, master production schedule, material requirements planning, capacity requirements planning, scheduling, and distribution requirements planning. Identify, list, and define KPIs that the organization uses to measure performance, productivity, throughput, and other manufacturing/production processes. Any forms, tables, or graphs used in the MPC system should be documented.

(4) Analysis and discussion of the existing practices. This includes a critical review of the MPC process in light of all the information collected, identification of its strengths as well as weaknesses, description of concerns raised by the individual(s) interviewed, and initiatives being taken within the organization to address the problems encountered.

(5) A day in the life of the interviewee. This includes the MPC professional's name, job title, contact information (such as postal mail address, electronic mail address, and work phone number), approximate age group (or years of experience), salary range for the role, educational background, and previous business experiences. In addition, it is necessary to give a detailed account of his/her current work responsibilities, allocation of time among various activities, interaction with colleagues in other functional areas, notable professional accomplishments, career developments (such as MPC related memberships (e.g. APICS, ISM) in professional societies, and participation in conferences/seminars/workshops), future goals, and so on.

(6) Conclusion and recommendations. This includes a succinct summary of the project undertaken, major findings of the study, specific recommendations for the improvement of the MPC system, and challenges facing the MPC department of the company. Identify a SWOT with quantitative support and evidence where possible.

(7) You will also present your final presentation in class in a 15 minute presentation. Instructions will be provided in canas.

Each team has to submit one typewritten progress reports during the course of the semester. The required format of the submission is shown on this page. Additionally, each team must turn in two copies of the final project report in essay form, typewritten, double-spaced, with one-inch margins at the top, bottom, left, and right, and no more than 25 pages of text in Times New Roman font of size 12. A maximum of 15 pages of attachments may be included for clarification purposes. Strict adherence to the guidelines in the APA Style Manual is required in preparing the report, so be sure to consult the following book, which is available in the University libraries:

American Psychological Association. Publication manual of the American Psychological Association (6th ed.) Washington, DC: American Psychological Association, 2010. Particular attention will be paid to the following areas when a project report is evaluated: content of materials, organization of paper, improvement recommendations made, clarity of presentation, writing style and format, visual illustrations, as well as typographical and grammatical errors if any.

The grade will be determined as follows:

1. Description of organization 15%

2. Description of MPC function 15%
3. Description of MPC initiatives and programs 20%
4. Analysis and discussion of MPC system 20%
5. A day in the life of interviewee 10%
6. Conclusion and recommendations 20%

Each group must present its completed project to the rest of the class. The presentation should be professional in nature with respect to appearance and style. Moreover, it should last about 15 - 20 minutes, but no more than 25 minutes.

The project presentation will be evaluated based on the thoroughness of materials covered, relevance of recommendations, clarity of delivery, professionalism (such as dress and visual aids), and overall organization. Please note that each student's grade on the term project will be subject to peer evaluations. Suppose, for instance, that you receive a grade of 90% for the report and the presentation combined and get an average group assessment of 90%. Your overall project grade will then be 90% x 90% = 81%.

REQUIRED: **TEAM CONTRACT (Mandatory, -25 points if late, or ~2.5%)**

THIS IS A SIGNIFICANT ELEMENT OF THE SEMESTER: You will be required, as individual students, to sign and upload a copy of the Team Contract in Canvas. This is to ensure accountability and create a level playing field for peer review factor scoring that will occur throughout the semester. The template can be found in CANVAS.

CHOSEN TOPICS TEAM PRESENTATION FOR CLASS REVIEW: Weekly Current Topic (10% of grade)

This assignment requires each team to prepare one presentation to present to the class. Teams are free to choose any current topic from the news/popular media relative to our focus company, its competitors, its industry, or technologies relevant to the company or its industry (i.e. manufacturing technology, supply chain, technology, etc.) to discuss. The topic must somehow tie to the semester materials relative to manufacturing or production planning and control. Presentations may not exceed 10 -12 (max) minutes. Preparation, professionalism, and delivery is of the utmost importance. You will lose points if you read from a slide or read from a script. Again, you may select roles and responsibilities, but all team members should contribute during preparation and/or delivery. In your presentation, you must identify why you chose the topic, how it relates to a topic of manufacturing or production planning and control, and how it improves or optimizes a production or manufacturing process. Finally, you must provide a quantitative (statistical) example of how the topic can measurably impact a process. You may use a real world example, or fabricate an example, but you must CLEARLY state your assumptions, units of measure, and metrics you are applying. You MUST cite references.

Topic Chosen by Groups: As a "consulting team", each group will select a **relevant** and **interesting** topic to present to the class – as if the class were a team of executives of our topic company. The topic must be relevant to our semester topics relative to manufacturing planning and control. For example, choose a company that has pioneered a new process, manufacturing facility, or a new technology that is novel, disruptive, or a potential game changer. The topic may not be the same as a topic previously covered by other Groups in the class. The objective of this assignment is to 1) discuss a topic, technology, event, or news-item your Group deems would **be interesting to your peers, is contributive knowledge,** and relevant to strategic management

topics, and 2) demonstrate your ability to tie your chosen topic to the term project company and/or industry. Examples might be current company or industry news, new technology, new B2B or B2C trends, etc. *CHOOSE SOMETHING YOU FIND INTERESTING AND WOULD WANT TO HEAR IF YOU WERE THE EXECUTIVE AUDIENCE desiring a "strategic news briefing".*

Groups will be responsible for giving a **10-15 (max) minute** presentation to the class on the contents of your chosen topic/article(s), how it ties into the class material, and how this topic affects the business/industry/society. These presentations will be evaluated by both students and the professor, according to the rubric below. Presentations should be more than simple PowerPoint slide shows. Incorporate media from the internet, videos, or other visuals as needed to make your video interesting and educational. Presentation materials should be uploaded to Canvas by end of day Sunday prior to the beginning of class.

Student Audience Reviews (part of your 10% Participation Score0: Each student will receive a pass/fail score for completing a scoring form for EACH individual presentation viewed during assigned weeks, respectively. Students will record their score following each presentation by using an online evaluation form posted in Canvas. Students must identify themselves in order to receive credit for completing the scoring exercise, but all individual score will be confidential and only an aggregate score will be revealed. It is important that you score your peer's in a professional, yet critical manner. Scoring should represent your assessment and expectations of a UNT student-scholar.

Points for presentations are as follows:	**Professor Score**	**Student Score**
Introduction and review of the topic for the class	15	10
How the topic ties to manufacturing planning and control	15	10
Thoroughness of research & quality of presentation (for example, was there an quantitative/analytical application in the presentation?)	15	10
Rating for "Interesting and Relevant"	15	10
Total Points	60	40

INDIVIDUAL INVOLVEMENT IN TEAM ACTIVITIES

TEAM FORMATION: Team assignments in the course make up a significant portion of your grade. In this course, teams are formed by the instructor to create a mix of majors necessary to integrate and share cross- disciplinary knowledge. ***Team leaders are asked to volunteer at the very beginning of the semester.***

It is our intention to announce the teams and team leads in the first couple of days of class. Each team will consist of approximately 3-5 team (+/-) members depending on the registered number of students in the class.

TERM PROJECT TEAM PRESENTATION FOR CLASS REVIEW (20% of grade)
Your team will present your findings from your report from your chosen company. Presentations may not exceed 12-15 (max) minutes. Preparation, professionalism, and delivery is of the utmost importance. You will lose points if you read from a slide or read from a script. Again, you may select roles and responsibilities, but all team members should contribute during preparation and/or delivery. In your presentation, you must identify why you chose the topic, how it relates to a topic of manufacturing or production planning and control, and how it improves or optimizes a production or manufacturing process. Finally, you must provide a quantitative (statistical) example of how the topic can measurably impact a process. You may use a real-world example, or fabricate an example, but you must CLEARLY state your assumptions, units of measure, and metrics you are applying. You MUST cite references. Again, you must show analytics and findings as your present. Additional instrucitons can be found in Canvas.

TEAM CONTRACT: Each individual team member will prepare a team contract as described in Canvas. This contract will serve as the foundational agreement driving participation in and interaction of team members during team project.

PEER EVALUATIONS (Scored as part of your 10% of your total grade towards Participation): (This is important because it can significantly affect your overall individual grade)

Your involvement and interaction in team activities and contribution to assignments will be evaluated by your peers using a Peer Evaluation process and following the team contract. Team member assessments will be based on, a) Your ability to foster team spirit and display initiative while working on the project, b) Your timely attendance at scheduled meetings (likely virtual meetings), c) Your participation in group discussions, and d) Your completion of assigned work and contribution to project completion (content quality and timeliness).

Peer evaluations will be completed at the end of EACH TEAM PROJECT. The peer evaluation will include the evaluation of the student's own contribution and that of every other team member. Each student will simultaneously email their evaluation to the team lead as well as submit a copy into Canvas. The team lead will then calculate an average of the peer evaluation scores for each category for each team member and submit a copy of the average scores into a different portal in Canvas. The average scores per team member will be used to adjust individual grades, if necessary. The collective team peer evaluations will be due **the same day** that the assignment is due. Team grades will not be posted until the peer evaluations have been submitted.

HOW TEAM PEER EVALUATIONS CAN AFFECT YOUR INDIVIDUAL GRADE:

If your peers award you 100% on all the evaluation metrics, you will receive the full grade for the assignment awarded to the team. However, if your peers award you a lower percentage, **that**

percentage is multiplied by the team grade to reflect your own grade portion for that specific team assignment.

> **Example**: Assume the team grade is 100 points. You're awarded 100% by your peers. Your grade is 100 points.
>
> Assume the team grade is 100, but you are awarded 75% by your peers. Your grade is only 75 points
>
> ***NOTE:*** Any team member may request that the instructor arbitrate team ratings. If arbitration is requested, it will only be conducted when all relevant team members are available to meet by phone or zoom, and the decision of the instructor will be final.

IMPORTANT: *(SUGGESTIONS FOR YOUR TEAMS) SOME TEAMS REQUIRE STRUCTURE, PLANNED MEETINGS, REGULAR COMMUNICATION AND ORGANIZATION. IN FACT, HIGH PERFORMING TEAMS IN THIS CLASS ARE THOSE WHO 1) SET REGULAR WEEKLY MEETINGS, 2) DO NOT PROCRASTINATE OR WAIT UNTIL DEADLINES TO DO WORK, 3) SET ROLES AND RESPONSIBILITIES FOR ASSIGNMENTS AND TRACK ACCOUNTABILITY OF EACH TEAM MEMBER, AND 4) GRADE EACH OTHER FAIRLY BUT CRITICALLY ON PEER REVIEW ASSESSMENTS. FINAL SCORES SHOULD NOT BE SURPRISES, AND SHOULD BE UNDERSTOOD BY THE TEAM LEAD PRIOR TO FINAL SUBMISSION. SET GROUND RULES AND AGREE WHAT EARNS A FULL-100 POINT PEER REVIEW, OR WHAT DOES NOT.*

MANY STUDENTS WILL TRY TO AVOID CONFLICT AND GIVE ALL TEAM MEMBERS 100 POINTS ON PEER REVIEWS. THIS IS NOT ADVISED. SIMILAR TO THE REAL-WORLD, YOU ARE REINFORCING THE BEHAVIOR YOU SCORE 100 POINTS FOR AS "PERFECT BEHAVIOR." IN OTHER WORDS, IF A TEAM MEMBER DOES NOT DO THEIR WORK, IS DISRUPTIVE, OR DOES NOT HOLD THEMSELVES ACCOUNTABLE AND YOU GIVE THAT PERSON A 100-POINT RATING, YOU ARE TELLING THEM THEIR BEHAVIOR IS COMPLETELY FINE!!

WORKING OUT PROBLEMS WITH TEAM DYNAMICS: It is very important that you communicate openly with your teammates during the peer review process and try to resolve problems before you give someone else a lower score. These scores can ***significantly*** affect someone's grade, so do not take this responsibility lightly. Lower peer scores should only be given if the situation has not been resolved and further efforts need to be taken to raise awareness that changes in behavior are needed. If teams cannot work out behavioral problems by themselves, then they should contact the instructor for a final resolution. But be aware that the instructor reserves the right to ask one or more of the team members to leave the team and be responsible for a different case study from scratch by him or herself. This is a very difficult and time-consuming path that a student will not want to pursue, so we highly suggest you learn how to maintain good and harmonious team interactions.

Attendance

Students are expected to attend class meetings regularly and to abide by the attendance policy established for the course. It is important that you communicate with the professor and the

instructional team prior to being absent, so you, the professor, and the instructional team can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please inform the professor and instructional team if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community. Please do not come to class if you have tested positive for COVID or suspect you have COVID.

Class Participation

You are expected to be prepared for each class and participate in class discussions and presentations. This includes completing all required readings and finding additional information on the topic to be covered. In addition to the Canvas assignments, there are opportunities to participate in the online zoom sessions. You should plan to have both audio and video on during the class sessions. Active participation in class is required, and the amount and quality of your participation effort will affect your grade.

Outside Readings, Videos or Podcasts

Outside readings, videos or podcasts provide different perspectives on the class topics. The readings are meant to provide a foundation for in-class discussion and to broaden the students' understanding of the topics. You are expected to use these to bring new/different insights to your individual and case presentations. A complete list of the readings, cases and recommended references are included at the end of this syllabus.

Instructor Responsibilities and Feedback

In addition to maintaining the Canvas course site, I will also

- Post announcements as needed to clarify and update information on the course
- Answer any questions/concerns you may have about the course, assignments, due dates, etc.
- Respond to all course inquiries usually within 24 hours, but always within 48 hours.

Late Work

I do not accept late work. No exception. Please plan your schedules accordingly.

Syllabus Change Policy

While every attempt has been made to cover possible contingencies, the syllabus may change during the semester. If it does, an announcement will be posted noted the changes and an updated syllabus will be posted in Canvas.

Course Materials for Remote Instruction

Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine due to COVID-19. Students will need access to a webcam and microphone to participate in fully remote portions of the class. Information on how to be successful in a remote learning environment can be found at https://online.unt.edu/learn

Course Evaluation

Student Perceptions of Teaching (SPOT) is the student evaluation system for UNT and allows students the ability to confidentially provide constructive feedback to their instructor and department to improve the quality of student experiences in the course. You will receive notification when SPOT evaluations become available for this course. Additionally, there will be a post in the Announcements on Canvas reminding you to complete the SPOT evaluation.

Technical Requirements & Skills

Minimum Technology Requirements

- Internet-enabled computer with video camera/ webcam (for Zoom/Online meetings)
- Reliable internet access
- Speakers & Microphone
- Plug-ins
- Microsoft Office Suite
- Canvas Technical Requirements (https://clear.unt.edu/supported-technologies/canvas/requirements)

Computer Skills & Digital Literacy

- Using Canvas
- Using email with attachments
- Downloading and installing software
- Using spreadsheet programs
- Using presentation and graphics programs

Rules of Engagement

- Treat your instructor and classmates with respect.
- Always use your professors' proper title: Dr. or Prof.
- Unless specifically invited, do not refer to your instructor by first name.
- Use clear and concise language. No profanity.
- Remember that all college level written communication should have correct spelling and grammar (this includes discussion boards).
- Use appropriate font styles and sizes for your presentations
- When posting online, be cautious when using humor or sarcasm as tone is sometimes lost in an email or discussion post and your message might be taken seriously or sound offensive.
- Be careful with personal information (both yours and other's).
- Do not send confidential information via e-mail

See these Engagement Guidelines (https://clear.unt.edu/online-communication-tips) for more information.

Getting Help

Technical Assistance

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

UIT Help Desk: http://www.unt.edu/helpdesk/index.htm
Email: helpdesk@unt.edu
Phone: 940-565-2324
In Person: Sage Hall, Room 130
Walk-In Availability: 8am-9pm
Telephone Availability:

- Sunday: noon-midnight
- Monday-Thursday: 8am-midnight

- Friday: 8am-8pm
- Saturday: 9am-5pm

Laptop Checkout: 8am-7pm

For additional support, visit Canvas Technical Help (https://community.canvaslms.com/docs/DOC-10554-4212710328)

Student Support Services

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- Student Health and Wellness Center (https://studentaffairs.unt.edu/student-health-and-wellness-center)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)
- UNT Care Team (https://studentaffairs.unt.edu/care)
- UNT Psychiatric Services (https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry)
- Individual Counseling (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

Other student support services offered by UNT include

- Registrar (https://registrar.unt.edu/registration)
- Financial Aid (https://financialaid.unt.edu/)
- Student Legal Services (https://studentaffairs.unt.edu/student-legal-services)
- Career Center (https://studentaffairs.unt.edu/career-center)
- Multicultural Center (https://edo.unt.edu/multicultural-center)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)
- Pride Alliance (https://edo.unt.edu/pridealliance)
- UNT Food Pantry (https://deanofstudents.unt.edu/resources/food-pantry)

Academic Support Services

- Academic Resource Center (https://clear.unt.edu/canvas/student-resources)
- Academic Success Center (https://success.unt.edu/asc)
- UNT Libraries (https://library.unt.edu/)
- Writing Lab (http://writingcenter.unt.edu/)
- MathLab (https://math.unt.edu/mathlab)

UNT Policies

Academic Integrity Policy

The G. Brint Ryan College of Business takes academic honesty seriously. Ethics and integrity are important business values, essential to building trust and adhering to both professional and legal standards. Academic dishonesty destroys trust, damages the reputation and the value of the degree and is unacceptable.

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions from admonition (a warning) to expulsion from the University.

Some of the most common examples of academic integrity violations include plagiarism or cheating, such as unauthorized assistance on examinations, homework, research papers or case analyses. Your work must be entirely your own. When working on assignments, you should not discuss your work with others unless approved by the course instructor. Group assignments should only be discussed with members assigned to your group, and all group members may be held accountable in some way for known academic integrity violations in a group assignment.

Another example of academic dishonesty relates to improper attribution. When preparing your assignments, you must cite all outside sources in the manner requested by your instructor. Copying or using material from any source prepared by or previously submitted by others, at UNT or other institutions, or downloaded from the Internet, is plagiarism. Unless directed otherwise in an assignment, large scale "cutting and pasting" from other sources, even if properly footnoted, is not appropriate. You should synthesize this material in your own words and provide a footnote.

Your instructor will specify what materials, if any, may be used on the tests and exams.
Using materials other than those permitted, talking with other individuals during the exam, individuals exchanging information about an exam when one has taken the exam and the other has not, or copying or using material from another individual's exam is academic dishonesty and will result in a meeting to discuss academic integrity violations and potentially issue sanctions mentioned above, and may result in ineligibility for academic scholarships. The use of online assistance, such as sites commonly used for finding homework solutions, group chat, cell phones, smart watches, and similar tools during exams is not allowed for any reason unless specifically permitted. No portion of an exam may be copied or photographed without permission.

Students are expected to conduct themselves in a manner consistent with the University's status as an institution of higher education. A student is responsible for responding to a request to discuss suspected academic dishonesty when issued by an instructor or other University official. If a student fails to respond after a proper attempt at notification has been made, the University may take appropriate academic actions in the absence of the student's participation.

ADA Policy

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request reasonable accommodations at any time; however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information, refer to the Office of Disability Access website at http://www.unt.edu/oda. You may also contact ODA by phone at (940) 565-4323.

Emergency Notification & Procedures

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials.

Retention of Student Records

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

Acceptable Student Behavior

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. Visit UNT's Code of Student Conduct (https://deanofstudents.unt.edu/conduct) to learn more.

Access to Information - Eagle Connect

Students' access point for business and academic services at UNT is located at my.unt.edu. All official communication from the University will be delivered to a student's Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail Eagle Connect (https://it.unt.edu/eagleconnect).

Student Evaluation Administration Dates

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 [insert administration dates] of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey, they will receive a confirmation email that the survey has been submitted. For additional information, please visit the SPOT website (http://spot.unt.edu/) or email spot@unt.edu.

Sexual Assault Prevention

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

Important Notice for F-1 Students taking Distance Education Courses

Federal Regulation

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website (http://www.ecfr.gov/). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in

advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

(1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.

(2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

Student Verification

UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses (https://policy.unt.edu/policy/07-002).

Use of Student Work

A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student's permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.
- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student's written permission.

Download the UNT System Permission, Waiver and Release Form

Transmission and Recording of Student Images in Electronically-Delivered Courses

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.

2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.

3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

   Example: This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. The lecture recordings will be available to you for study purposes and may also be reused in future course offerings.

No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. However, the instructor is encouraged to let students know the recordings will be available to them for study purposes.

Recommended References

For additional insights beyond the scope of this course, I recommend the following:

The Improvement Guide: A Practical Approach to Enhancing Organizational Performance
Gerald Langely, et al
Jossey Bass
ISBN: 978-0470192412

Lean Thinking: Banish Waste and Create Wealth in your Corporation
James P. Womack, Daniel T. Jones
Simon & Shuster
ISBN: 978- 0743249270

Learning to See: Value Stream Mapping to Create Value and Eliminate MUDA
Mike Rother
Lean Enterprise Institute
ISBN: 978-0966784305

The Hitchhiker's Guide to Lean
Jamie Flinchbaugh, Andy Carlino
Society of Manufacturing Engineers
ISBN: 978-0872638310

Six Sigma Handbook, Fourth Edition
Thomas Pyzdek, Paul Keller
McGraw Hill
ISBN: 978-0071840538

The Cartoon Guide to Statistics
Larry Gonick, Woollcott Smith

Harper Perennial
ISBN: 978-0062731029

Even You Can Learn Statistics
David Levine, David Stephan
FT Press
ISBN: 978-0137010591

The Goal: A Process of Ongoing Improvement
Eliyahu Goldratt
North River Press
ISBN: 978-0884271951