

**University of North Texas**  
College of Business Administration  
**OPSM 3830: SUMMER 5W1 2024**  
**OPERATIONS MANAGEMENT**  
Section 01: BLB 140; Mo, We 6:00 PM - 9:50 PM

**INSTRUCTOR:** Divesh Ojha

Telephone number: (940) 565-2862

E-mail: Use CANVAS e-mail only

**OFFICE HOURS:** 10 AM – 11 AM Tuesday in BLB 385C; and on Zoom by appointment.

**TEXTS:** Operations Management, 14<sup>th</sup> edition, William J. Stevenson, McGraw-Hill Irwin

**COURSE DESCRIPTION:**

- This course examines the role of an operating system in a firm and then it examines those activities that create the goods and services that an organization supplies to its customers.
- All firms have some type of operating system. The capability of a firm to provide value to its customers is determined by its operating system.
- This course examines the principle functions of management – plan, lead, organize, and control – in terms of operations management.

**STUDENT LEARNING OBJECTIVES:**

The major objective of OPSM 3830 is to ensure that students understand that all businesses are performed through a set of processes, which consist of flows, buffers, and activities. Also, students should understand how these processes are influenced by 8 types of decisions made by managers. These are capacity, facilities, technology, vertical integration, workforce, quality, production planning/materials control, and organization structure decisions.

Upon completion of the course, you will be able to:

1. Explain the role of operations management in the firm.
2. Explain the need for operations to coordinate with other functions.
3. State and explain in your own words the importance of bottlenecks, sequence dependence, and variance in operations.
4. Use operations management tools to analyze bottlenecks, variance, and sequence dependence.
5. State and explain in your own words the basic principles of manufacturing strategy, facility design and layout, and production planning and control.
6. State the importance of quality management and use the basic quality tools.
7. Differentiate service operations from goods-producing operations.
8. Use the concepts of operations management to understand unstructured problems and produce feasible solutions using OM tools.

**Grading Criteria:**

Exam 1	20%
Final Exam	25%
Quizzes	20%
Class Attendance and Participation	10%
Case Discussion	25%

**Final grades: A = 90-100%; B = 80-89%; C = 70-79%; D = 60-69%; F = less than 60%.**

**Exams:** There will be 2 online-class exams (on CANVAS), a midterm and a final, both with problems, multiple choices, true and false, and maybe some discussion questions. The final exam is on the material covered after the first exam. The exams are open-book. Exams will be taken within the assigned period unless there is some

unavoidable emergency. It is the student's responsibility to let the instructor know of the emergency ahead of the exam and set a new exam date/period (if you need to reschedule you need to provide documentation of your emergency).

I do not hand over graded exams to students. If a student wants to go over her/his exam he has to meet me during my office hours or set up an appointment with me.

**Quizzes:** Three quizzes will have to be taken online at times specified by the instructor.

**Online Case Discussion:** These discussions will be based on cases relating to operations management. These discussions will occur through the **online discussion board**.

#### **CASES FOR ONLINE DISCUSSION**

<b>Discussion number</b>	<b>Topic</b>	<b>Case title</b>	<b>CASE details</b>
Online Discussion 1	Competitiveness, Strategy, and Productivity	AN AMERICAN TRAGEDY: HOW A GOOD COMPANY DIED	Provided on CANVAS in <b>MODULE 1</b>
Online Discussion 2	Management of Quality	TIP TOP MARKETS	Provided on CANVAS in <b>MODULE 2</b>
Online Discussion 3	Inventory Management	Bruegger's Bagel Bakery	Provided on CANVAS in <b>MODULE 3</b>
Online Discussion 4	Supply chain management	MasterTag	Provided on CANVAS in <b>MODULE 4</b>
Online Discussion 5	MRP & ERP	Stickley Furniture	Provided on CANVAS in <b>MODULE 5</b>
Online Discussion 6	JIT and Lean Operations	LEVEL OPERATIONS	Provided on CANVAS in <b>MODULE 5</b>

#### **Late Work:**

Work must be turned in on time. **Late work will be a 2% per day late submission penalty.** Given below are the due dates for your reference.

#### **Due Dates**

<b>Date</b>	<b>Details</b>	<b>Due</b>
Mon May 20, 2024	<a href="#">Assignment CW 1 - Group Work - Operations Management</a>	due by 11:59pm
	<a href="#">Assignment CW 2 - Group Work - Productivity Analysis</a>	due by 11:59pm
Wed May 22, 2024	<a href="#">Quiz Confirmation of reading the syllabus</a>	due by 11:59pm
	<a href="#">Assignment CW 3 - Group Work - Forecasting</a>	due by 11:59pm
	<a href="#">Assignment CW 4 - Group Work - Product and Service Design</a>	due by 11:59pm

	<a href="#">Discussion Topic Online Discussion 1 - AN AMERICAN TRAGEDY: HOW A GOOD COMPANY DIED</a>	due by 11:59pm
Mon May 27, 2024	<b>MEMORIAL DAY HOLIDAY</b>	
Wed May 29, 2024	<a href="#">Assignment CW 5 - Group Work -Breakeven Point Analysis</a>	due by 11:59pm
	<a href="#">Assignment CW 6 - Group Work - Line Balancing</a>	due by 11:59pm
	<a href="#">Quiz Quiz-1</a>	due by 11:59pm
	<a href="#">Assignment CW 7 - Group Work - Control Chart Analysis</a>	due by 11:59pm
	<a href="#">Assignment CW 8 - Group Work - Quality Management</a>	due by 11:59pm
	<a href="#">Online Discussion 2 - TIP TOP MARKETS</a>	due by 11:59pm
Mon Jun 3, 2024	<a href="#">Quiz Makeup Quiz</a>	due by 10am
	<a href="#">Quiz Exam 1</a>	due by 11:59pm
Wed Jun 5, 2024	<a href="#">Assignment CW 9 - Group Work - Classwork on Economic Order Quantity</a>	due by 11:59pm
	<a href="#">Discussion Topic Online Discussion 3 - Bruegger's Bagel Bakery</a>	due by 11:59pm
	<a href="#">Quiz Quiz-2</a>	due by 11:59pm
Mon Jun 10, 2024	<a href="#">Assignment CW 10 - Group Work - Classwork on Supply Chain Management</a>	due by 11:59pm
	<a href="#">Discussion Topic Online Discussion 4 - MasterTag</a>	due by 11:59pm
Wed Jun 12, 2024	<a href="#">Assignment CW 11 - Group Work - Aggregate Planning Classwork</a>	due by 11:59pm
	<a href="#">Assignment CW 12 - Group Work - Material Requirements Planning</a>	due by 11:59pm
Mon Jun 17, 2024	<a href="#">Assignment CW 13 - Group Work - JIT and Lean Operations</a>	due by 11:59pm
	<a href="#">Discussion Topic Online Discussion 5 - Stickley Furniture</a>	due by 11:59pm
	<a href="#">Discussion Topic Online Discussion 6 - LEVEL OPERATIONS</a>	due by 11:59pm
	<a href="#">Quiz Quiz-3</a>	due by 11:59pm
Wed Jun 19, 2024	<a href="#">Quiz Final Exam</a>	due by 11:59pm

### **Class attendance and participation:**

Achievement in the class is highly correlated with regular class attendance and participation. Regular, timely attendance is expected of all students and will be rewarded as a substantial portion of the total grades is class participation and attendance. Participation is important to the classroom learning experience. **Careful preparation by reading the requisite chapters will be expected of all students.**

Group classwork (online submission) as well as online discussions will be used for class attendance and participation grades.

### **Exam Review:**

There is no class assigned for the review of the material but I provide practice problems with solutions that should help you prepare for the exams.

### **DISABILITY ACCOMMODATION:**

The University of North Texas makes reasonable academic accommodations 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 the 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 before 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 (<https://studentaffairs.unt.edu/office-disability-access>). You may also contact ODA by phone at (940) 565-4323.

UNT strives to offer you a high-quality education and a supportive environment, so you learn and grow. As a faculty member, I am committed to helping you be successful as a student. To learn more about campus resources and information on how you can be successful at UNT, go to [unt.edu/success](http://unt.edu/success) and explore [unt.edu/wellness](http://unt.edu/wellness). To get all your enrollment and student financial-related questions answered, go to [scrappysays.unt.edu](http://scrappysays.unt.edu).

**ACADEMIC DISHONESTY:** Any student who engages in any form of academic dishonesty related to this class will receive a failing grade on the exam or assignment, and a failing grade in the course. In addition, the case will be referred to the Dean of Students for appropriate disciplinary action.

**Academic dishonesty includes cheating and plagiarism.**

The term “cheating” includes, but is not limited to (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university; or (4) any other act that gives a student an unfair advantage.

The term “plagiarism” includes, but is not limited to (1) the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment and (2) the unacknowledged use of materials prepared by another person or agency in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline for the University of North Texas.)

**ACCEPTABLE STUDENT BEHAVIOR (Required in all UNT classes)**

Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable, 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 Center for Student Rights and Responsibilities 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. The Code of Student Conduct is found at: <https://deanofstudents.unt.edu/conduct>.

**Some examples of disruptive behaviors include:**

- Refusal to comply with faculty or staff
- Challenges to authority
- Actions that distract the class from the subject matter and/or discussion
- Continually and persistently speaking without being recognized in the classroom or in the office
- Repeatedly leaving and entering the classroom without authorization while class is in session
- Loud, distracting, or erratic behavior inappropriate to the setting
- Answering cell phones or allowing them to continuously ring in class, or in the office
- Overt hostility, defiance, or insults on Blackboard and email

- Excessive e-mails, phone calls, and other means of communication demanding attention outside of class times or business hours

**HELPFUL HINTS FOR STUDENTS:** Try not to miss class unnecessarily. Each of you has many demands on your time (i.e. work, family, school events, etc.); but attendance is helpful for most students to grasp the course material and to be productive. Please actively communicate with others about relevant issues (e.g., instructor about absences, your team about missing planned meetings, classmates about class notes, etc).

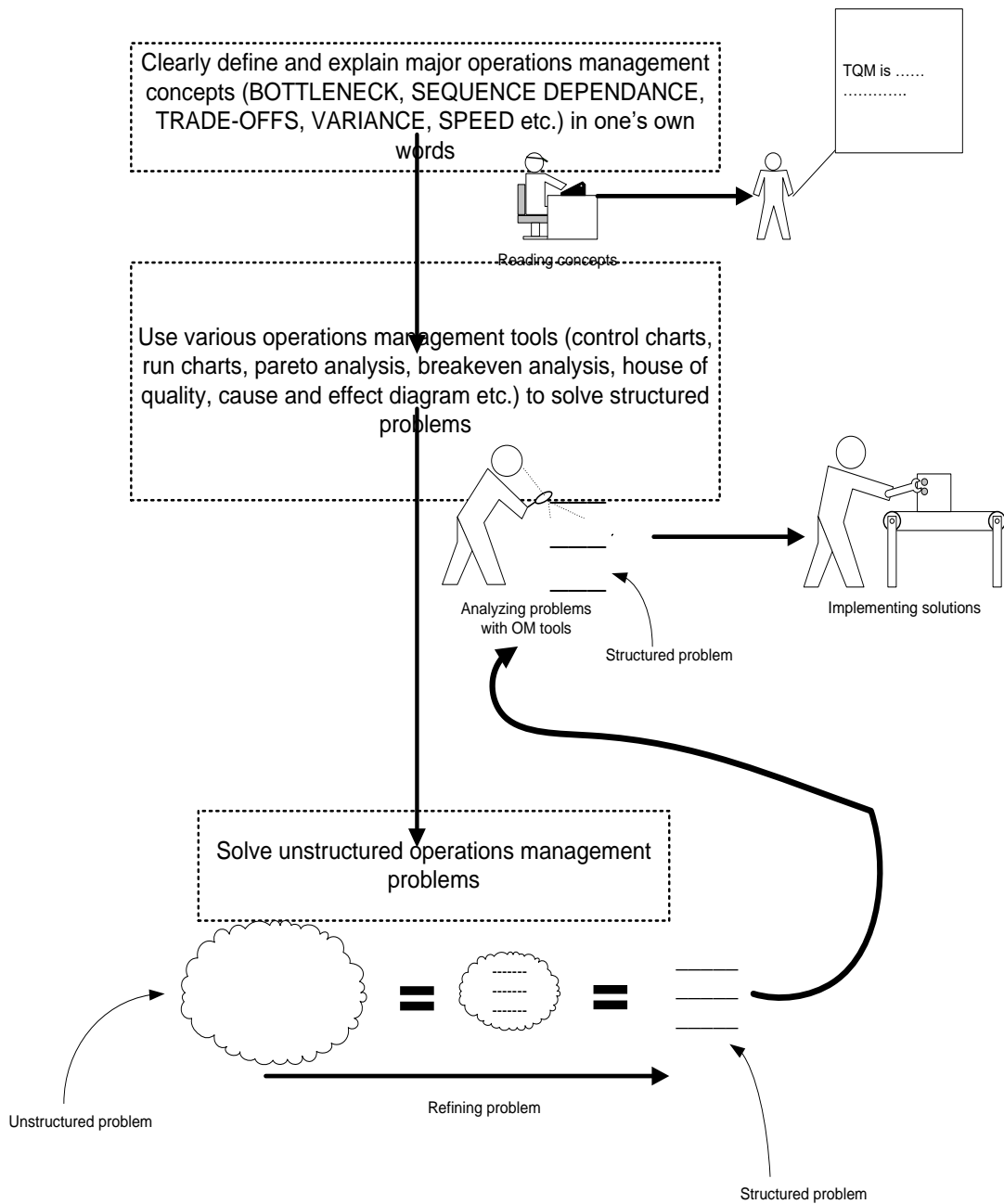
- 1) You must know the rules and expectations of the course; therefore, study the syllabus, know the course requirements, and understand how grades are computed. If you are not sure, please ask. I am available to help you. If you can't meet with me during my office hours, make an appointment.
- 2) Students are responsible for checking their Vista-Blackboard. This is the primary means of communication outside of the regular class meetings. Each student should check these at least once each day. If I need to send the class important information before the next class (i.e. assignment hints, help, etc.), then I may send it via WebCT e-mail, and/or post it on Vista-Blackboard.
- 3) Email is the only way to insure that I receive a message from you. If you need to contact me outside of class or office hours, please use email (using WebCT e-mail only), and I will respond as quickly as possible. You may also use email to notify me of absences or make appointments. Generally, I try to respond within 24 hours (Mon. - Thurs.). My phone should be used as a last option.
- 4) This course will be demanding of your time, so do not procrastinate - getting behind compounds the difficulty associated with achieving your desired level of success in this class. Below are some suggestions to help you prepare for classes and exams.
  - Read assigned materials before the lecture to better prepare you to understand material during class.
  - Take notes in class as some material presented may not be covered in the text or may be covered in more depth than the text.
  - Review assigned materials prior to class (prepares you in class participation). If you have a question or don't understand something, this reminds you to ask for clarification at the beginning of class.
  - Talk with other students to clarify notes and eliminate confusion about materials covered in class. Discussions with other students about materials presented in class may help you better understand new concepts.
  - Do team assignments individually before meeting as a team to prepare the team submission. You'll learn more by helping each other. Team meetings should not be used for working problems/writing the assignment, but rather for comparing answers, resolving discrepancies, and preparing a final submission (editing and proofing) for the team.
  - Before an exam, go back through the material to make sure you understand each of the concepts and can do any calculations. Some material on the exams will come only from the text - in other words, you are responsible for all material assigned in the text, which may or may not be covered during lectures.

## Class Schedule

Week	Date	Chapter	Chapter Name	Classwork	Quiz	Discussion	Exam	Due Date	Due Time	Modules
Week 1	Monday, May 20, 2024	Chapter 1	Introduction to Operations Management	CW 1				Monday, May 20, 2024	11:59 PM	Module 1
		Chapter 2	Competitiveness, Strategy and Productivity	CW 2					11:59 PM	
	Wednesday, May 22, 2024	Chapter 3	Forecasting	CW 3				Wednesday, May 22, 2024	11:59 PM	
		Chapter 4	Product and Service design/ <b>Discussion 1</b>	CW 4		Discussion 1			11:59 PM	
Week 2	Monday, May 27, 2024	<b>MEMORIAL DAY</b>								Module 2
	Wednesday, May 29, 2024	Chapter 5	Strategic Capacity Planning for Products and Services	CW 5				Monday, May 27, 2024	11:59 PM	
		Chapter 6	Process Selection and Facility Layout	CW 6	Quiz 1				11:59 PM	
		Chapter 9	Quality Control	CW 7				Wednesday, May 29, 2024	11:59 PM	
		Chapter 10	Management of Quality/ <b>Discussion 2</b>	CW 8		Discussion 2			11:59 PM	
Week 3	Monday, June 3, 2024	<b>EXAM 1 (Online Exam on CANVAS on Chapters 1, 2, 3, 4 5, 6, 9, 10)</b>			Makeup Quiz			Monday, June 3, 2024	10:00 AM	Module 3
							Exam 1		11:59 PM	
	Wednesday, June 5, 2024	Chapter 13	Inventory Management	CW 9				Wednesday, June 5, 2024	11:59 PM	
			<b>Discussion 3</b>		Quiz 2	Discussion 3			11:59 PM	
Week 4	Monday, June 10, 2024	Chapter 15	Supply Chain Management	CW 10				Monday, June 10, 2024	11:59 PM	Module 4
			<b>Discussion 4</b>			Discussion 4			11:59 PM	
	Wednesday, June 12, 2024	Chapter 11	Aggregate Planning	CW 11				Wednesday, June 12, 2024	11:59 PM	
		Chapter 12	MRP and ERP	CW 12					11:59 PM	
Week 5	Monday, June 17, 2024	Chapter 14	JIT	CW 13				Monday, June 17, 2024	11:59 PM	Module 5
			<b>Discussion 5/Discussion 6</b>		Quiz 3	Discussion 5/Discussion 6			11:59 PM	
	Wednesday, June 19, 2024	<b>FINAL EXAM (Online Exam on CANVAS on Chapters 11,12,13,14,15)</b>					Final Exam	Wednesday, June 19, 2024	11:59 PM	

- The instructor maintains the right to change the syllabus as necessary.

## Learning objectives: Operations Management



# Graphic syllabus: Operations Management

