

University of North Texas
College of Business Administration
OPSM 3830: Fall 2021
OPERATIONS MANAGEMENT
Section 002: BLB 070, Tu 6:30PM - 9:20PM

INSTRUCTOR: Divesh Ojha
Office: BLB 385 C
Telephone number: (940) 565-2862
E-mail: Use CANVAS e-mail only

OFFICE HOURS: 10:30 AM – 11:30 AM Monday in BLB 385C; and via zoom by appointments.

TEXTS: Operations Management, 14th 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 on operations.
4. Use operations management tools to analyze bottlenecks, variance and sequence dependence.
5. State and explain in your own words 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	20%
Quizzes	20%
Class Attendance and Participation	10%
Case Discussion	20%
Research Participation	10%

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

I do not handover graded exams to students. If a student wants to go over her/his exam he has to meet me during my office hours or setup 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 the cases relating to operations management. These discussions will occur though the **online discussion board**. On the day of the online discussion we will not have on campus class as the online discussion replaces the on campus class.

CASES FOR ONLINE DISCUSSION

Discussion number	Topic	Case title	CASE details
Online Discussion 1	Competitiveness, Strategy and Productivity	AN AMERICAN TRAGEDY: HOW A GOOD COMPANY DIED	Provided on CANVAS in MODULE 3
Online Discussion 2	Management of Quality	TIP TOP MARKETS	Provided on CANVAS in MODULE 8
Online Discussion 3	Inventory Management	Bruegger's Bagel Bakery	Provided on CANVAS in MODULE 11
Online Discussion 4	Supply chain management	MasterTag	Provided on CANVAS in MODULE 11
Online Discussion 5	MRP & ERP	Stickley Furniture	Provided on CANVAS in MODULE 14
Online Discussion 6	JIT and Lean Operations	LEVEL OPERATIONS	Provided on CANVAS in MODULE 15

Late Work:

Work must be turned in on time. **Late work will not be accepted.** Given below are the due dates for your reference.

Due Dates

Date	Details	Due
Tue Aug 24, 2021	<u>CW 1 - Group Work - Operations Management</u>	due by 11:59pm

Date	Details	Due
Tue Aug 31, 2021	CW 2 - Group Work - Productivity Analysis	due by 11:59pm
	CW 3 - Group Work - Forecasting	due by 11:59pm
Fri Sep 3, 2021	Confirmation of reading the syllabus	due by 5pm
Fri Sep 10, 2021	Online Discussion 1 - AN AMERICAN TRAGEDY: HOW A GOOD COMPANY DIED	due by 5pm
Tue Sep 14, 2021	CW 4 - Group Work - Product and Service Design	due by 11:59pm
Fri Sep 17, 2021	Quiz-1	due by 5pm
Tue Sep 21, 2021	CW 5 - Group Work -Breakeven Point Analysis	due by 11:59pm
Tue Sep 28, 2021	CW 6 - Group Work - Line Balancing	due by 11:59pm
Tue Oct 5, 2021	CW 7 - Group Work - Control Chart Analysis	due by 11:59pm
	CW 8 - Group Work - Quality Managemet	due by 11:59pm
Fri Oct 15, 2021	Online Discussion 2 - TIP TOP MARKETS	due by 5pm
	Quiz-2	due by 5pm
Tue Oct 19, 2021	Makeup Quiz	due by 11pm
Fri Oct 22, 2021	Exam 1	due by 11:59pm
Tue Oct 26, 2021	CW 10 - Group Work - Classwork on Supply Chain Management	due by 11:59pm
	CW 9 - Group Work - Classwork on Economic Order Quantity	due by 11:59pm
Fri Nov 5, 2021	Online Discussion 3 - Bruegger's Bagel Bakery	due by 5pm

Date	Details	Due
	Online Discussion 4 - MasterTag	due by 5pm
Tue Nov 9, 2021	CW 11 - Group Work - Aggregate Planning Classwork	due by 11:59pm
Tue Nov 16, 2021	CW 12 - Group Work - Material Requirements Planning	due by 11:59pm
Fri Nov 26, 2021	Online Discussion 5 - Stickley Furniture	due by 5pm
Tue Nov 30, 2021	CW 13 - Group Work - JIT and Lean Operations	due by 11:59pm
Fri Dec 3, 2021	Online Discussion 6 - LEVEL OPERATIONS	due by 5pm
	Quiz-3	due by 5pm
Fri Dec 10, 2021	Final Exam	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 the 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 or class attendance and participation grade.

Research Participation (10 points). As part of your learning experience in this course, you will be required to participate in research studies to gain experience with the research process and learn about methods and scaling techniques. Your participation in these research studies will make up **10%** of your final class grade.

To fulfil the requirement, you **must** create an account on the College of Business REP webpage—unt-cob.sona-systems.com—which allows you to browse and sign up for available studies. The amount of credit assigned is based on the length of time the study takes to complete and whether you participate online or in the COB behavioral Lab (BLB 279; although the lab is currently closed due to covid):

- Short online studies (5-15 minutes) earn 1 credit
- Medium online studies (15-30 minutes) earn 2 credits
- Long online studies (30-45 minutes) earn 3 credits
- On-campus, lab studies (30-45 minutes) earn 5 credits

To fulfill the 10% course requirement, you must earn a total of **10 REP credits** throughout the semester (i.e., 1 credit = 1 percent of your final grade). All credits earned will be added to your final course grade at the end of the semester. Additional extra credit points may be available at my discretion.

➔ To sign up, please visit unt-cob.sona-systems.com. If you have questions, DO NOT contact me. Contact the behavioral lab manager by email at RCobRep@unt.edu. Your questions will be addressed promptly.

Please Note:

- 1) Access the studies early and often to make sure you have first access to available studies. Once you sign up, the lab manager will update you periodically about newly posted studies.
- 2) Make sure you assign your credits to the correct course. This course is: OPSM 3830 Section 02.
- 3) If you do not want to participate in the posted studies, you can complete a 2-page research article critique for 2 points of REP credit each. To do so, please email RCobRep@unt.edu and they will assign you an article to critique.

Deadlines for Participation

Last day of classes for Fall full semester: **December 2nd, 5:00 PM.**

Thanks in advance for your participation! Have a great semester!

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 ACCOMODATION: The College of Business Administration complies with the Americans with Disabilities Act (ADA) in making reasonable accommodation for qualified students with a disability. If you have an established disability as defined in the ADA and would like to request accommodation, please see me as soon as possible. My office location, office hours, email address, and office phone number are shown on this syllabus.

ACADEMIC DISHONESTY: Any student that 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 Starting	Assigned Readings (chapters)	Chapter Title	Classwork	Quiz	Discussion	Exam	Due Date	Due Time	Modules
Monday, August 23, 2021	Chapter 1	Introduction to Operations Management	Classwork Chapter 1				Tuesday, August 24, 2021	11:59 PM	Module 1
Monday, August 30, 2021	Chapter 2/Chapter 3	Competitiveness, Strategy and Productivity/Forecasting	Classwork Chapter 2/Classwork Chapter 3				Tuesday, August 31, 2021	11:59 PM	Module 2
Monday, September 6, 2021		Discussion 1			Discussion 1		Friday, September 10, 2021	5:00 PM	Module 3
Monday, September 13, 2021	Chapter 4	Product and Service design	Classwork Chapter 4	Quiz 1			Tuesday, September 14, 2021	11:59 PM	Module 4
Monday, September 20, 2021	Chapter 5	Strategic Capacity Planning for Products and Services	Classwork Chapter 5				Tuesday, September 21, 2021	11:59 PM	Module 5
Monday, September 27, 2021	Chapter 6	Process Selection and Facility Layout	Classwork Chapter 6				Tuesday, September 28, 2021	11:59 PM	Module 6
Monday, October 4, 2021	Chapter 9/Chapter 10	Quality Control/Management of Quality	Classwork Chapter 10/Classwork Chapter 9				Tuesday, October 5, 2021	11:59 PM	Module 7
Monday, October 11, 2021		Discussion 2		Quiz 2	Discussion 2		Friday, October 15, 2021	5:00 PM	Module 8
Monday, October 18, 2021	EXAM 1 (during regular class hours on Chapters 1, 2, 3, 4 5, 6, 9, 10)					Exam 1	Friday, October 22, 2021	11:59 PM	Module 9
Monday, October 25, 2021	Chapter 13/Chapter 15	Inventory Management/Supply Chain Management	Classwork Chapter 13/Classwork Chapter 15				Tuesday, October 26, 2021	11:59 PM	Module 10
Monday, November 1, 2021		Discussion 3/Discussion 4			Discussion 3/Discussion 4		Friday, November 5, 2021	5:00 PM	Module 11
Monday, November 8, 2021	Chapter 11	Aggregate Planning	Classwork Chapter 11				Tuesday, November 9, 2021	11:59 PM	Module 12
Monday, November 15, 2021	Chapter 12	MRP and ERP	Classwork Chapter 13				Tuesday, November 16, 2021	11:59 PM	Module 13
Monday, November 22, 2021		Discussion 5			Discussion 5		Friday, November 26, 2021	5:00 PM	Module 14
Monday, November 29, 2021	Chapter 14	JIT	Classwork Chapter 14				Tuesday, November 30, 2021	11:59 PM	Module 15
				Quiz 3	Discussion 6		Friday, December 3, 2021	5:00 PM	
Monday, December 6, 2021	FINAL EXAM (during class hours on Chapters 11,12,13,14,15)					Exam 2	Friday, December 10, 2021	11:59 PM	Module 16

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

COVID-19 impact on this UNT class

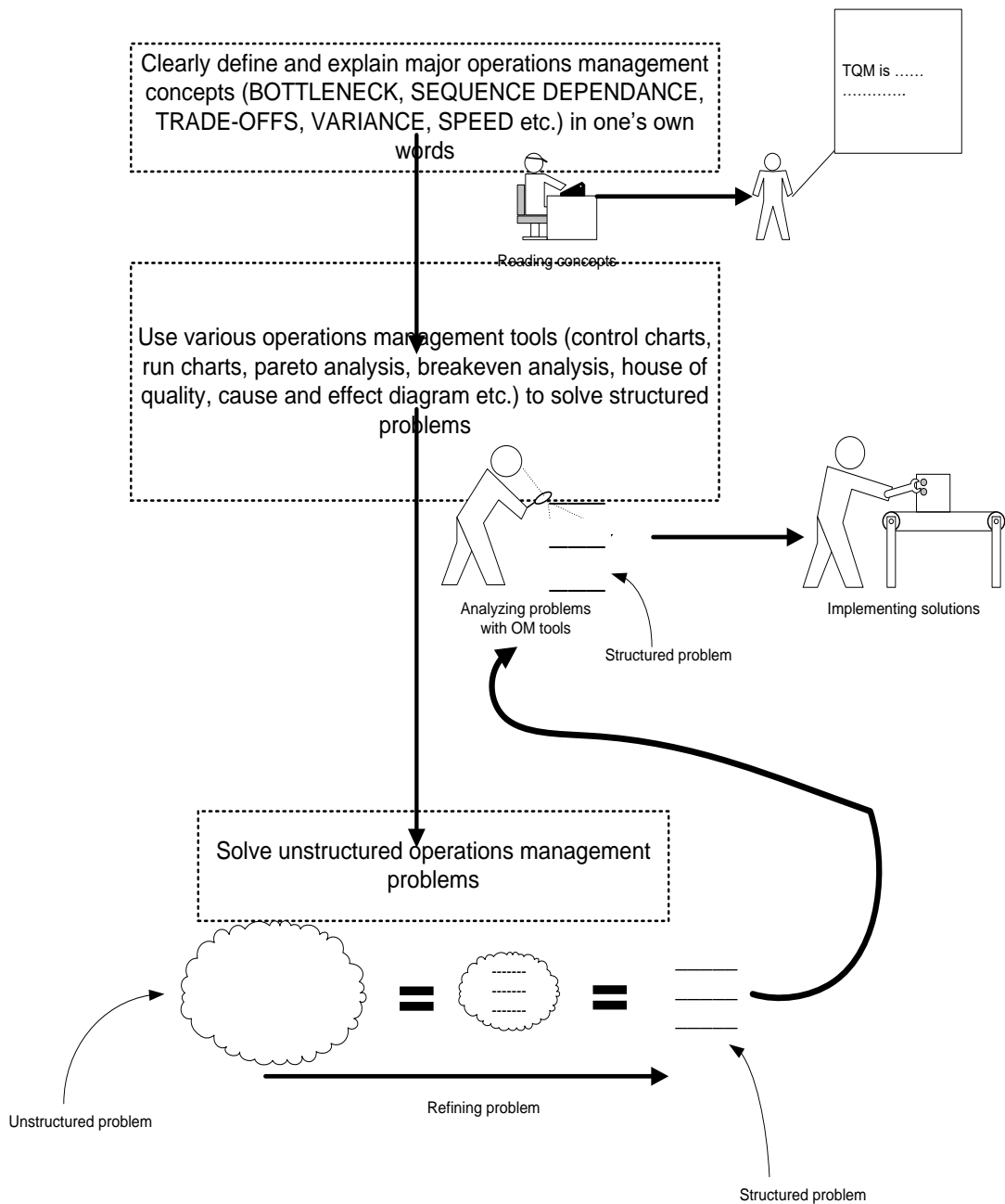
It is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are ill, or unable to complete a scheduled, graded class task on time due to any issue related to COVID-19. It is important that you communicate with me prior to the deadline for the task as to what may be preventing you from completing it so that I may make a decision about accommodating your request in a reasonable manner that is also fair to the other students.

If you are experiencing cough, shortness of breath or difficulty breathing, fever, or any of the other possible symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider. While regular, steady work is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

Here is the link to the UNT webpage on staying safe on campus during the pandemic.

<https://healthalerts.unt.edu/return>

Learning objectives: Operations Management



Graphic syllabus: Operations Management

