

# **OPSM 3830.007/777 - OPERATIONS MANAGEMENT**

## **Online – Fall 2017**

### **INSTRUCTOR INFORMATION:**

Phone: 940-565-2862

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E-mail: [Use Blackboard email](#)

Instructor: Dr. Divesh Ojha

Office: BLB 385C

Office Hours: By appointments

Please use the blackboard email to communicate with me. **My office hours are given above.**

OPSM 3830 is a junior level survey course designed to provide you with an overview of the field of operations management. Operations management is defined as the management of systems or processes that create goods and or provide services. Operations is the core of what all organizations do and operations management is responsible for managing that core.

**COURSE DESCRIPTION:** OPSM 3830 Operations Management is the management of production emphasizing industrial enterprises; production objectives; design and improvement of processes, work methods, and physical facilities; use of measurements and standards; production planning and control; quality control; budgetary and cost control; materials management. **Prerequisite(s): DSCI 2710.**

**TEXT:** Stevenson, W.J., Operations Management, 13<sup>th</sup> ed., 2017, McGraw-Hill/Irwin, New York, NY. Additional readings/videos may be assigned to various topics throughout the semester. **For this course the student will be required to purchase McGraw-Hill Education Connect Access for Operations Management, 12<sup>th</sup> edition by Stevenson. You are not required to have a print text and Please be aware if you purchase a used textbook you will still need to purchase Connect Access. The Connect Access Code comes with an eBook. There is no longer an option to purchase Connect Access without an eBook.**

**A print-upgrade option is also available via Connect if you find yourself wanting a print companion at some point during the semester. This will be a full color binder-ready version of the text.**

Students can purchase either or both of these options as described above at the UNT bookstore. The Connect Access Code and eBook **can also be purchased through Blackboard Learn in this course** (see “**Connect Access Link**” - page 3 of this syllabus).

**Other Study Materials:** In addition to the materials posted here on Blackboard Learn, the student has access to other study materials which are available through McGraw-Hill's website: [www.mhhe.com/stevenson12e](http://www.mhhe.com/stevenson12e). This McGraw-Hill website includes **detailed Excel solutions to text examples, interactive operations, practice chapter quizzes, narrated lectures, etc.**

**OVERALL COURSE OBJECTIVES:** Although specific objectives are associated with each of the chapters, the general learning objectives of the course are as follows:

1. To introduce students to terminology associated Operations Management (OM).
2. To develop the student's understanding of the scope of OM.
3. To develop the student's understanding of the different functional activities associated with OM.
4. Explain why understanding productivity is important for managers of organizations.
5. Explain the strategic importance of product and process design.
6. To develop the student's understanding of the different types of production processes.
7. Explain the importance of capacity planning.
8. Discuss the advantages and disadvantages of specialization.
9. To develop the student's ability to use quantitative techniques for decision-making.

10. To develop the student's understanding of basic concepts associated with managing OM activities.
11. To introduce students to new OM techniques and practices.
12. Describe the main characteristics of lean systems.
13. To provide students with the foundation necessary to pursue advanced work in OM.

### **COMPONENTS FOR EVALUATION AND GRADING (ASSESSMENT):**

Components	Max Points
Zip Code Survey - optional (bonus points)	5
Ethics Statement - optional (bonus points)	5
Syllabus Quiz – required	5
MS Excel Certification	40
Chapter Assignments—11 assignments@15 points each	165
Chapter Quizzes—16 quizzes@10 points each	160
<b>Module Exam #1</b> (over Chapters 1, 2, 4 & 4S, 5)	100
<b>Module Exam #2</b> (over Chapters 6, 7 & 7S, 8, 15)	100
<b>Module Exam #3</b> (over Chapters 9, 10, 11, 16)	100
<b>Module Exam #4</b> (over Chapters 12, 13, 14, 17)	100
NOTE: Chapters 3, 18 & 19 are not assigned	
<b>TOTAL points for calculating course grade</b>	<b>770</b>

**At the end of this course the grades will be awarded on the total as below:**

696 points and above = A; 613-695 points = B; 539-612 points = C; 462-538 points = D; and below 462 = F.

There are **NO EXTRA CREDIT** points for this course currently.

### **SOME IMPORTANT ISSUES**

- 1) If you have a question you need to contact the course instructor immediately
- 2) Please remember that it is your responsibility to use a reliable Internet connection/computer for the quizzes, homework assignments, and exams. **Moreover, you have to complete these items yourself and cannot seek assistance from other people.**
- 3) My response time to your e-mails during weekdays is within 24 hours. But during weekend I am generally not available (except during my office hours). So, please try to resolve your queries before weekend.

- 4) **You have to strictly adhere to the due dates.** No late submissions will be accepted, nor will make-up tests be given unless there is documented evidence of an extreme circumstance causing the delay or absence. Because of policy we are unable to provide extensions on exam, quizzes or assignments. Only in case of medical issues, family emergency during exam, and disability accommodation we can provide some accommodations.

### **ON-LINE COURSE:**

**This is an on-line course which means you must be prepared to schedule your own time! The scheduling of your time for this course begins at the start of the semester. Bonus points are only available in the first two weeks of the course.** You can receive bonus points by completing the **Zip Code Survey & Ethics Statement** (see more detail below). The course has been designed to have two chapters of materials released every two weeks approximately (see more detail in syllabus below). For your convenience, a one page **(On-line Course Schedule)** schedule of assignments, quizzes and exams is also posted with the syllabus. This course is designed so that access to all course materials goes through **“COURSE CONTENT”** in Blackboard Learn. The course is set up to have five modules, an administrative module and four modules of course materials. This is discussed in more detail below.

### **ADMINISTRATIVE MODULE:**

The administrative module has a Zip **Code Survey**, an **Ethics Statement**, **Syllabus Quiz**, and a **Connect Access Link**.

#### **Zip Code Survey (optional for bonus points):**

There are certain statistics needed when administering on-line courses and some of these statistics can only be obtained through a posted survey. This information is needed within the first few weeks of the start of the semester. **Completion of the Zip Code Survey adds 5 bonus points** to a student's overall point total for the course.

#### **Ethics Statement (optional for bonus points):**

We at UNT would like to see every student agree with and sign an Ethics Statement about their participation in a course. It will only take a couple of minutes to read and fill out the Ethics Statement and **you can receive up to 5 bonus points** for agreeing to abide with the Ethics Statement.

#### **Syllabus Quiz (required):**

The syllabus quiz is a test that covers the syllabus of this course and consists of **10 multiple choice questions** about the syllabus. It has **a time limit of 15 minutes** and **you can receive up to a maximum of 5 points for completing the quiz**. You can take the quiz only once. Complete the quiz without the help of anyone else. You will receive zero if you do not complete the quiz by its deadline (Lock/Close time). Since it is a test of the course syllabus and the points count toward the course grade, it is important that you prepare accordingly. **NOTE: You should complete the syllabus quiz before moving on to the course materials in Module 1.**

### **Connect Access Link:**

**McGraw-Hill “Connect” is required to do the assignments for this course.** Assignments represent 20.34% of the overall grade (165pts out of 811 pts – see second page of posted syllabus). You can purchase a McGraw-Hill Connect Access Code with eBook through the **a) UNT Bookstore** (described earlier), or **b) you may want to purchase the McGraw-Hill Connect Access Code with eBook through the Connect Access Link** added to the administrative module in this course. Each semester, a few students have compatibility issues with **“Connect”; consequently, I recommend that you make the connection with McGraw-Hill “Connect” as early as possible to resolve any potential compatibility issues.**

## **MS-EXCEL CERTIFICATION:**

Our industry partners have emphasized the need for our students to have spreadsheet skills and we have listened. COB has a new initiative to certify all COB students in MS-Excel at no cost to the student. In this inaugural semester of this initiative all DSCI 3870, LSCM 3960, and OPSM 3830 courses are incorporating certification as part of the course grade. Fine-tune your Excel skills using Lynda.com software (free to UNT students) and reserve a time slot to complete your certification testing at the Sage Testing Center during the week of 23-October in one of 26 available time slots. Further details and the testing sign-up link will be provided through blackboard announcement. **Please understand that you will have to get the MS-Excel certification for this course this semester, regardless of any such prior certifications, to avail this course grade.**

## **MODULES OF COURSE MATERIALS:**

The material in the course has been designed to be delivered in **four separate modules and each module has four chapters** (chapter supplements 4S and 7S have been combined with their relevant chapters – 4 and 7 respectively). These two combined chapters (4 & 4S and 7 & 7S), along with the other fourteen assigned chapters in this course, will be referred to as chapters throughout this course. The scheduled time for completing the materials varies across module components (see below). The material will be delivered two chapters (a component) at a time. Each component is set up to take approximately two weeks to complete. See this syllabus and the **“On-line Course Schedule” for component Availability/Lock times.**

Under each chapter, the following items have been posted: 1.) **Chapter Learning Objectives**, 2.) **Chapter Outline**, 3.) **Chapter Study Guide**, 4.) **Chapter PowerPoint Slides** and **Narrated PowerPoint** 5.) **Chapter Assignment** (only eleven assignments), 6.) **Problem solving videos** (for help with the assignments) 7.) **Video - only eleven videos** (**Chapters 1, 4/4S, 5, 6, 7/7S, 15, 9, 16, 13, 14 & 17** have been assigned to study), and 8.) **Chapter Quiz** 9.) **Chapter Glossary**. Each item is designed to help you learn the material presented in the chapter. Chapter readings are closely aligned with content areas and assignments.

Component Availability/Lock times are indicated in this syllabus and the posted **“On-line Course Schedule”**. The assignments and quizzes are designed to help you prepare for the module exam at the end of each module. **To achieve the level of success desired and since the module quizzes and exams are timed, it is important to fully prepare for each quiz and each module exam by studying the assigned material.** Previous courses prove that student grades are maximized if students prepare for each content area as described in this syllabus. You should schedule your time to complete the materials presented in each module.

## **CHAPTER ASSIGNMENTS:**

Some content areas are more quantitatively oriented; therefore, additional work has been selected that involves an assignment in that area. For one assignment only, Chapters 11 & 16 are combined; consequently, **there are eleven assignments (problem sets are assigned through McGraw-Hill**

**“Connect”) in the course.** The chapter assignments are primarily quantitative and you are responsible for solving the assignment and submitting your answers through Blackboard Learn (each chapter is linked to **“Connect”** and the associated McGraw-Hill assignment for course credit). **The answers to each chapter assignment can be submitted three times (3 attempts).** **Assignment Availability/Lock (close) dates/times** are specified in the **“Components of Chapter Assignments”** (next page) and in the posted **“On-line Course Schedule”**. It is your responsibility to be aware of, complete, and submit assignments as required. **Late assignment submissions will not be given credit. A zero (0) will be given for the assignment grade if no correct answers are submitted prior to assignment lock (close).** Since these assignments typically require some time to complete and given the university refreshes its system every thirty (30) minutes, students should not wait until the last minute to perform an assignment. In other words, plan accordingly. **I have set up the feedback on assignments to be provided 1 hour after the assignment lock (close) time.**

**Assignment Make-up:** There will be **NO MAKE-UPS** for assignments unless the absence complies with

University policy (see - [deanofstudents.unt.edu/resources](http://deanofstudents.unt.edu/resources)).

### **Components of Chapter Assignments:**

Chapter NO.	Chapters	Assign No.	Assign. Topic	Chapters - Assignment Availability		Chapters - Assignment Lock/Close	
MODULE 1							
Chapter - 1	#1	--	No assignment	Monday, August 28, 2017	8:30 AM	Sunday, September 10, 2017	8:30 AM
Chapter - 2	#2	1	Productivity	Monday, August 28, 2017	8:30 AM	Sunday, September 10, 2017	8:30 AM
Chapter - 4/4S	#4/4S	2	Reliability	Sunday, September 10, 2017	8:30 AM	Sunday, September 24, 2017	8:30 AM
Chapter 5	#5	3	Capacity Planning	Sunday, September 10, 2017	8:30 AM	Sunday, September 24, 2017	8:30 AM
MODULE 2							
Chapter - 6	#6	4	Process Design	Sunday, September 24, 2017	8:30 AM	Sunday, October 08, 2017	8:30 AM
Chapter - 7/7S	#7/7S	5	Work Design	Sunday, September 24, 2017	8:30 AM	Sunday, October 08, 2017	8:30 AM
Chapter - 8	#8	6	Location Planning	Sunday, October 08, 2017	8:30 AM	Sunday, October 22, 2017	8:30 AM
Chapter - 15	#15	--	No assignment	Sunday, October 08, 2017	8:30 AM	Sunday, October 22, 2017	8:30 AM
MODULE 3							
Chapter - 9	#9	--	No assignment	Sunday, October 22, 2017	8:30 AM	Sunday, November 05, 2017	8:30 AM
Chapter - 10	#10	7	Quality Control	Sunday, October 22, 2017	8:30 AM	Sunday, November 05, 2017	8:30 AM
Chapter - 11	#11 & 16	8	Planning & Scheduling	Sunday, November 05, 2017	8:30 AM	Sunday, November 19, 2017	8:30 AM
Chapter - 16				Sunday, November 05, 2017	8:30 AM	Sunday, November 19, 2017	8:30 AM
MODULE 4							
Chapter - 12	#12	1	MRP	Sunday, November 19, 2017	8:30 AM	Sunday, December 03, 2017	8:30 AM
Chapter - 13	#13	2	Inventory	Sunday, November 19, 2017	8:30 AM	Sunday, December 03, 2017	8:30 AM
Chapter - 14	#14	--	No assignment	Sunday, December 03, 2017	8:30 AM	Friday, December 15, 2017	8:30 AM
Chapter - 17	#17	11	Project Management	Sunday, December 03, 2017	8:30 AM	Friday, December 15, 2017	8:30 AM

**NOTE:** If you need any assistance with Connect, please contact McGraw-Hill Customer Experience Team at Tel# 800-331-5094 and/or <http://mpss.mhhe.com/products.php>

### **CHAPTER QUIZZES:**

The course is designed to cover 16 Blackboard Learn Chapter Quizzes during the course. **No chapter quiz grade will be dropped.** Please read the assigned chapters before you attempt to complete the related assignments and quizzes. By studying each of the items in the chapter and developing your understanding of the terminology, qualitative and quantitative material for that chapter and then, by working the assignment through Blackboard Learn, you should be ready for the chapter quiz. The quiz questions may consist of both qualitative and quantitative questions and are representative of the material presented in the chapter. All quizzes are open book/open notes, but there is a **time limit of 15 minutes** (ODA certified students - at least 23 minutes). **Each quiz contains 10 multiple choice**. **You can take a chapter quiz only once.** Complete the quizzes without the help of anyone else. **You will receive zero (0) if you do not complete a quiz before its lock (close) time.** No quiz will be available at a time different than described below. Quiz grades will be posted to your record in "My Grades". Quiz Availability/Lock (close) dates/times are specified in the "Components of Chapter Quizzes" (next page) and in the posted "On-line Course Schedule". The university refreshes its system every thirty (30) minutes. Please plan accordingly.

**Quiz Make-up:** **There will be NO MAKE-UPS for quizzes unless the absence complies with University policy** (see - [deanofstudents.unt.edu/resources](http://deanofstudents.unt.edu/resources)).



### Components of Chapter Quizzes:

Module No.	Chapter NO.	Quiz No.	Quiz Topic	Chapters - Quizzes Availability		Chapters - Quizzes Lock/Close	
MODULE 1							
	Chapter - 1	1	Introduction	Monday, August 28, 2017	8:30 AM	Sunday, September 10, 2017	8:30 AM
	Chapter - 2	2	Productivity	Monday, August 28, 2017	8:30 AM	Sunday, September 10, 2017	8:30 AM
	Chapter - 4/4S	3	Reliability	Sunday, September 10, 2017	8:30 AM	Sunday, September 24, 2017	8:30 AM
	Chapter 5	4	Capacity Planning	Sunday, September 10, 2017	8:30 AM	Sunday, September 24, 2017	8:30 AM
MODULE 2							
	Chapter - 6	5	Process Design	Sunday, September 24, 2017	8:30 AM	Sunday, October 08, 2017	8:30 AM
	Chapter 7/7S	6	Work Design	Sunday, September 24, 2017	8:30 AM	Sunday, October 08, 2017	8:30 AM
	Chapter - 8	7	Location Planning	Sunday, October 08, 2017	8:30 AM	Sunday, October 22, 2017	8:30 AM
	Chapter - 15	8	JIT	Sunday, October 08, 2017	8:30 AM	Sunday, October 22, 2017	8:30 AM
MODULE 3							
	Chapter - 9	9	Quality Management	Sunday, October 22, 2017	8:30 AM	Sunday, November 05, 2017	8:30 AM
	Chapter - 10	10	Quality Control	Sunday, October 22, 2017	8:30 AM	Sunday, November 05, 2017	8:30 AM
	Chapter - 11	11	Aggregate Planning	Sunday, November 05, 2017	8:30 AM	Sunday, November 19, 2017	8:30 AM
	Chapter - 16	12	Planning & Scheduling	Sunday, November 05, 2017	8:30 AM	Sunday, November 19, 2017	8:30 AM
MODULE 4							
	Chapter - 12	13	MRP	Sunday, November 19, 2017	8:30 AM	Sunday, December 03, 2017	8:30 AM
	Chapter - 13	14	Inventory	Sunday, November 19, 2017	8:30 AM	Sunday, December 03, 2017	8:30 AM
	Chapter - 14	15		Sunday, December 03, 2017	8:30 AM	Friday, December 15, 2017	8:30 AM
	Chapter - 17	16	Project Management	Sunday, December 03, 2017	8:30 AM	Friday, December 15, 2017	8:30 AM

**If you have computer problems or connection problems during a quiz or an exam, please contact the Blackboard Learn Helpdesk (940-565-2324) immediately and get a ticket #.** The help desk can detail the problem and help you correct the issue for future quizzes or tests. The computer techs can determine what has taken place and will advise me of the outcome (your ISP, our ISP, Blackboard, student unplugged phone line, etc.). Subsequently, once I have the detailed information and the ticket# from you, I will make a determination to allow you to continue or not based on that advice, University policy, applicable law, and previous experience. **You must modify pop-up blocker software for quizzes and exams. I recommend that you DO NOT use mobile communication devices when taking quizzes or tests.**

**Time Zone Question:** The UNT Server Clock rules on all Blackboard Learn time issues. The server clock is currently set to CST or CDT (Central Standard Time or Central Daylight Time) depending on time of year. Wherever you are in the world, you can get into this course, click on quizzes, and find out what time it is on the UNT Server Clock. The server clock keeps running even though you do not reload/submit/etc. **The quiz and/or exam will automatically be submitted at the end of the time limit.**

## **MODULE EXAMS:**

There will be **four (4) timed module exams.** Each module exam covers four chapters. The module exams will be administered using the University's Blackboard Learn online procedures on the dates, at the times, and having the coverage and format indicated in the following schedule. **All module exams are open book/open notes.** **Each exam consists of 50 multiple choice questions** with a **time limit of 90 minutes** (ODA certified students - 135 minutes). The questions will consist of both qualitative and quantitative questions and are representative of the material covered in the relevant chapters (assigned readings, glossary, PowerPoint slides, assignments, videos, quizzes, etc.) within the module. **You can take a module exam only once.** Complete the exams without the help of anyone else. **You will receive zero (0) if you do not complete an exam by its deadline.** Module Exams are scheduled according to the time indicated below in the "Components of Module Exams" and the posted "**On-Line Course Schedule**". **You will have a window of 15 hours to complete a Module Exam.** Each Module Exam will be displayed 8:30 AM until 11:30 PM on the date of availability. Once you have started the test, it will automatically be submitted at the end of 90 minutes. If you leave the test the timer does not stop. If you leave the test without submitting you can log back into the test if time is still left and it is not past 11:30 PM. **This means if you start the test at 11:25 PM and for one reason or another you get kicked out of the test, at 11:30 PM you will not be able to re-enter.**

**Module Exam Make-up:** **There will be NO MAKE-UPS for module exams unless the absence complies with University policy** (see - [deanofstudents.unt.edu/resources](http://deanofstudents.unt.edu/resources)).

## **Components of Module Exams:**

Exam No.	Exam Open		Exam Lock/Close		Chapters Covered	Type of Questions
<b>MODULE 1 - EXAM</b>	Sunday, September 24, 2017	8:30 AM	Sunday, September 24, 2017	11:30 PM	Chapters 1, 2, 4/4s & 5	50 Multiple Choice, 90 minutes
<b>MODULE 2 - EXAM</b>	Sunday, October 22, 2017	8:30 AM	Sunday, October 22, 2017	11:30 PM	Chapters 6, 7/7S, 8 & 15	50 Multiple Choice, 90 minutes
<b>MODULE 3 - EXAM</b>	Sunday, November 19, 2017	8:30 AM	Sunday, November 19, 2017	11:30 PM	Chapters 9, 10, 11 & 16	50 Multiple Choice, 90 minutes
<b>MODULE 4 - EXAM</b>	Friday, December 15, 2017	8:30 AM	Friday, December 15, 2017	11:30 PM	Chapters 12, 13, 14 & 17	50 Multiple Choice, 90 minutes

**If you have computer problems or connection problems during a quiz or an exam, please contact the Blackboard Learn Helpdesk (940-565-2324) immediately and get a ticket #.** **I recommend that you DO NOT use mobile communication devices when taking quizzes or tests.**

**Module Exam scores WILL NOT be immediately released.** Unlike the chapter quizzes, your module exam score will NOT be released until **(1) the availability period has ended, (2) all questions have been graded, and (3) I have reviewed all the statistics about missed questions and provided any "adjustment" in the final score for the class as a whole.** Any adjustment of Module Exams #1, #2, #3, & #4 scores may be made immediately after an exam, **but not at the end of the course.** **STUDENTS WILL RECEIVE A COURSE ANNOUNCEMENT TELLING THEM WHEN THE EXAM SCORES ARE AVAILABLE BY GOING TO "My Grades".** I will try to make the announcement within 24 hours, following the exam.

Module exam questions, answers missed questions, correct answers, etc. will NOT be returned in Blackboard Learn or any other form other than in person. **If you want to see or go over your exam, you need to MAKE AN APPOINTMENT with me.** Please contact me ([Divesh.ojha@unt.edu](mailto:Divesh.ojha@unt.edu) or 940-565-2862) and I will arrange a conference time for you to review your exam.

**CLEAR (Center for Learning Enhancement, Assessment, and Redesign):** CLEAR makes the following suggestions concerning assignments, quizzes and exams on Blackboard Learn: 1) Be mindful of CLEAR's regular weekly maintenance schedule (11PM Saturdays - 2AM Sundays) when planning to begin work on Blackboard Learn, **2) Avoid using a wireless connection for exams unless you are certain of its reliability,** 3) Take quizzes/exams using a supported web browser on a computer or laptop rather than using an iPad. If using an iPad, CLEAR recommends using the Chrome browser. Contact the UIT Helpdesk at 940-565-2324 for assistance should you encounter technical problems affecting your ability to access or complete a test. The UIT Helpdesk is open the following hours:

- Monday-Thursday 8am - midnight
- Friday 8am – 8pm
- Saturday 9am – 5pm
- Sunday noon – midnight

**STUDENTS WITH DISABILITIES:** The College of Business complies with the Americans with Disabilities Act in making a reasonable accommodation for qualified students with disabilities. If you have (1) an established disability as defined in the Americans with Disabilities Act 1990 and amended, (2) have registered with the Office of Disability Accommodation, and (3) would like to request an accommodation, *please contact the course professor as soon as possible.* Office hours, locations, phone numbers, etc., are presented herein. **Note: University Policy requires that students notify their instructor(s) within the first week of class that an accommodation will be needed.**

**SCHOLASTIC DISHONESTY POLICY:** The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. 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; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

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

If you engage in academic dishonesty related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. In addition, the incident will be reported to the UNT Office of the Provost and the investigation will follow the outlined "Academic Integrity Process" as



referenced at <http://www.vpaa.unt.edu/academic-integrity.htm>. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

### **Directory of Course Contacts**

McGraw-Hill Customer Experience	800-331-5094	<a href="http://mpss.mhhe.com/products.php">http://mpss.mhhe.com/products.php</a>
Blackboard Learn Help Desk	940-565-2324	
Dr. Divesh Ojha	940-565-2862	<a href="mailto:divesh.ojha@unt.edu">divesh.ojha@unt.edu</a>