

University of North Texas
College of Business Administration
OPSM 3830: Spring 2019
OPERATIONS MANAGEMENT

Section 501: Frisco Campus Room 128, 12:30 PM-1:50 PM; Mo, Wed

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

OFFICE HOURS: 6:30 PM – 7:30 PM Mon via Zoom; and by appointments.

TEXTS: Operations Management, 13th 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	25%
Final Exam	25%
Quizzes	15%
Class Attendance and Participation	10%
Article Discussion	15%
GMETRIX	5%
Excel certification	5%

Final grades:

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

Exams: There will be 2 in-class exams, a midterm and a final, both with problems, multiple choices, true and false and maybe some discussion questions. The primary focus of an exam will be on the material covered since the last exam. However, there can be questions that are based on material covered before the first exam. The exams are closed book but a formula sheet, if required, will be handed out with the exam. Exams will be taken on the assigned date 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 (if you need to reschedule you need to provide documentation of your emergency).

Final Exam:

The final exam is mandatory for all students in this course. Failure to take the final will result in an automatic F for the course regardless of any other grades.

The exams are closed book but a formula sheet, if required, will be handed out with the exam. 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.

Case discussions: 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	Text Book Page number
Online Discussion 1	Competitiveness, Strategy and Productivity	AN AMERICAN TRAGEDY: HOW A GOOD COMPANY DIED	67
Online Discussion 2	Management of Quality	TIP TOP MARKETS	412
Online Discussion 3	Inventory Management	Bruegger's Bagel Bakery	604
Online Discussion 4	Supply chain management	MasterTag	687
Online Discussion 5	MRP & ERP	Stickley Furniture	546
Online Discussion 6	JIT and Lean Operations	LEVEL OPERATIONS	641

Late Work:

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

Assessment Item	Syllabus (chapter number)	Availability Period				Due date
		From		To		
Quiz 1*	1, 2, 3 and 4	Tuesday, January 29, 2019	8:00 AM	Tuesday, January 29, 2019	11:30 PM	Tuesday, January 29, 2019
Quiz 2*	5, 6, 9 and 10	Thursday, February 28, 2019	8:00 AM	Thursday, February 28, 2019	11:30 PM	Thursday, February 28, 2019
Quiz 3*	11, 12, 13, 14 and 15	Tuesday, April 30, 2019	8:00 AM	Tuesday, April 30, 2019	11:30 PM	Tuesday, April 30, 2019
Exam 1	See Details below	Wednesday, March 6, 2019	12:30 PM	Wednesday, March 6, 2019	2:00 PM	Wednesday, March 6, 2019
Exam 2	See Details below	Monday, May 6, 2019	12:30 PM	Monday, May 6, 2019	2:30 PM	Monday, May 6, 2019
* You will have 1.5 hours to complete each quiz						

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. Brief question and answer periods will be utilized to review material, and students will be asked to summarize, critique, and/or provide examples of concepts in the assigned readings.**

In most classes, there will be one or more exercises to practice what is taught in the class. Everyone who turns in his/her exercises will get 100 points for his/her participation in that class. At the end of the semester, the total scores of exercises will be averaged towards in-class participation credits. Moreover, in-class participation in discussions will also be used towards ***Class Attendance and Participation*** grades.

If I am late for class, wait 15 minutes. After that, you may assume class is canceled and the scheduled material will be included in the next meeting.

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. **Consequently this course requires G-Metrix training and MS excel certification. If you have a prior (unexpired) MS-Excel certification, you just need to provide the documentation for the same to avail full credit for GMETRIX as well as Excel certification.** Please send the send me proof of certification to Mss. Jami McQueen Thomas (jami.mcqueen@unt.edu) by the first deadline (04-Feb-2019) in order for it to count toward their grade. Please direct any questions related to deadlines to Mss. Jami McQueen Thomas (jami.mcqueen@unt.edu) and Dr. Paul Rowe (paul.rowe@unt.edu).

Training: Training for the Excel Certification is tracked through GMetrix. After the first week of class, students will receive a code to log into GMetrix, where they will have access to the training modules for the Excel Certification.

GMetrix training is made up of 8 modules: Core Skill Review 1-3, Practice Exams 1-3, and Project Reviews 1-2. Each module has a Training Mode (untimed) and a Testing Mode (50 minute limit). Students must pass each module in TESTING MODE with a 70% or better for it to be counted toward their grade.

This semester, we are breaking the training up into 3 sections. The students will be required to complete the Core Skill Review modules by **Deadline 1 (04-Feb-2019)** in order to receive credit for them. Then they will be required to complete the Practice Exams by **Deadline 2 (25-Feb-2019)**. And the last section will be the Project Reviews, to be completed by **Deadline 3 (18-Mar-2019)**. (The students may complete these modules before the deadline

if they so wish, but only those completed by the deadline should count toward their grade.) Specific deadlines are listed later in this email. These modules will account for 5% of their grade.

If a student completes a portion of the required modules, they are graded accordingly (for example, if a student completes 5 of the 8 modules, they get 5/8 of the credit)

What is the process for the Certification?

Once the students complete all 8 modules, they will receive a link to schedule their Excel certification exam. Each student has 2 opportunities to take the exam (anymore, and they will have to go to an outside testing center, and pay for the exam themselves).

The scheduler will close on the deadlines posted below. Any student who needs to reschedule their exam at that point will have to contact me.

Tests will be taken in **Sage Hall Testing Center at Denton campus**. Students must arrive at the beginning of their scheduled time, or they will be turned away and forced to reschedule.

Students who fail their first attempt will receive another link to schedule their 2nd attempt from Mss. Jami McQueen Thomas.

Separate CANVAS page or student support

The students will all have access to a special Excel Certification Canvas page managed by Ms. McQueen and Dr. Rowe. This page is completely separate from your class, and will hold all pertinent information for the Excel Certification. All Announcements and Messages will go through this page. Please remind your students that they need to be checking this page at least once a day for any announcements. This page will also have instructions, FAQs, and discussion boards that will help your students through the Excel certification process.

The modules in G-Metrix are as follows:

Core Skill Review 1
Core Skill Review 2
Core Skill Review 3
Core Practice Exam 1
Core Practice Exam 2
Core Practice Exam 3
Project Review 1
Project Review 2

Please follow the below schedule for G-Metrix training completion and certification exams.

Spring Semester by week:

Week 1: January 14th- 18th- all classes will show the Excel Certification video

Week 2: January 21st-25th – Canvas page is set up; codes for GMetrix given out

Week 3: January 28th- February 1st

Week 4: February 4th-8th Core Skill Review Modules 1-3 due by 5 PM, Friday, February 8th

Week 5: February 11th- 15th

Week 6: February 18th- 22nd

Week 7: February 25th- March 1st Practice Exam Modules 1-3 due by 5 PM, Friday, March 1st

Week 8: March 4th- 8th

Week 9: March 11th-15th

Week 10: March 18th- 29th Project Modules 1-2 due by 5 PM, Friday, March 29th

Week 11: April 1st-5th Scheduler for first round closes at 12 PM April 5th (Jami will send names over to Sage Hall)

Week 12: April 8th-13th First Round of Testing

Week 13: April 15th-19th Scheduler for Round 2 testing closes at 12 PM April 19th (Jami will send names to Sage Hall)

Week 14: April 22nd- 26th Second Round of Testing

Week 15: April 29th- May 3rd Pre-Finals week. Any off-campus certifications must send proof of certification to instructor and Jami by 5 PM on Friday,
May 3rd (Reading Day)

Week 16: May 6th- 10th Finals Week
May 10th- Commencement

Students can complete the G-Metrix training modules earlier than scheduled, if desired, in order to gain earlier access to the certification exam scheduling tool.

Mss. Jami McQueen Thomas (jami.mcqueen@unt.edu) and Dr. Paul Rowe (paul.rowe@unt.edu) will be leading the Microsoft Excel Certification process efforts this semester. They will be running the CANVAS page associated with these efforts. They will track student progress and provide the status reports after the various deadlines and testing weeks to me. **Please let them know if you have any questions as they are your primary point of contact for G-Metrix training and Excel certification. GMetrix and excel certification grades will be posted at the end of the semester when we have received the grades for all students.**

Contact Information for Excel certification and Gmetrix:

Jami McQueen Thomas
940-565-3130
Jami.McQueen@unt.edu
BLB 206

Dr. Paul Rowe
940-369-5257
Paul.Rowe@unt.edu
BLB 379E

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.

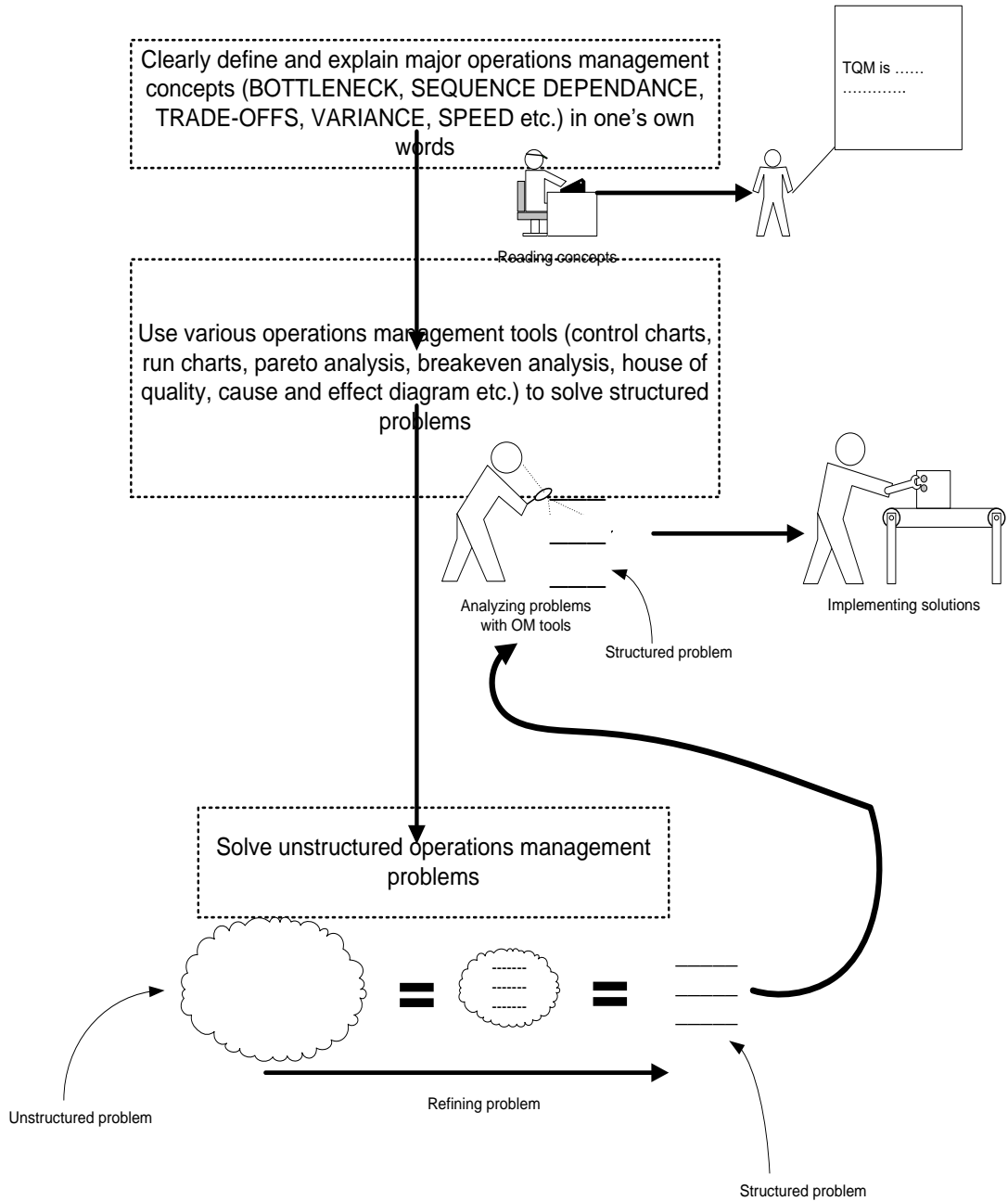
- 4) This course will be demanding of your time, so do not procrastinate - getting behind compounds the difficulty associated with achieving your desired level of success in this class. Below are some suggestions to help you prepare for classes and exams.
- Read assigned materials before the lecture 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

Date	Assigned Readings (chapters)	Chapter Title
Monday, January 14, 2019	Chapter 1	Introduction to Operations Management
Wednesday, January 16, 2019	Chapter 2	Competitiveness, Strategy and Productivity
Monday, January 21, 2019	Chapter 3	Forecasting
Wednesday, January 23, 2019	Chapter 4	Product and Service design
Monday, January 28, 2019	Chapter 4	Product and Service design
Wednesday, January 30, 2019	Online Discussion 1	
Monday, February 4, 2019	Chapter 5	Strategic Capacity Planning for Products
Wednesday, February 6, 2019	Chapter 5	Strategic Capacity Planning for Products and Services
Monday, February 11, 2019	Chapter 6	Process Selection and Facility Layout
Wednesday, February 13, 2019	Chapter 6	Process Selection and Facility Layout
Monday, February 18, 2019	Chapter 10	Quality Control
Wednesday, February 20, 2019	Chapter 10	Quality Control
Monday, February 25, 2019	Chapter 9	Management of Quality
Wednesday, February 27, 2019	Chapter 9	Management of Quality
Monday, March 4, 2019	Online Discussion 2	
Wednesday, March 6, 2019	EXAM 1 (during regular class hours on Chapters 1, 2, 3, 4 5, 6, 9, 10)	
Monday, March 11, 2019	SPRING BREAK	
Wednesday, March 13, 2019	SPRING BREAK	
Monday, March 18, 2019	Chapter 13	Inventory Management
Wednesday, March 20, 2019	Chapter 13	Inventory Management
Monday, March 25, 2019	Online Discussion 3	
Wednesday, March 27, 2019	Chapter 15	Supply Chain Management
Monday, April 1, 2019	Chapter 15	Supply Chain Management
Wednesday, April 3, 2019	Online Discussion 4	
Monday, April 8, 2019	Chapter 11	Aggregate Planning
Wednesday, April 10, 2019	Chapter 11	Aggregate Planning
Monday, April 15, 2019	Chapter 12	MRP and ERP
Wednesday, April 17, 2019	Online Discussion 5	
Monday, April 22, 2019	Chapter 12	MRP and ERP
Wednesday, April 24, 2019	Chapter 12	MRP and ERP
Monday, April 29, 2019	Online Discussion 6	
Wednesday, May 1, 2019	Chapter 14	JIT
Monday, May 6, 2019	FINAL EXAM (during regular class hours-COMPREHENSIVE)	

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

Learning objectives: Operations Management



Graphic syllabus: Operations Management

