

**University of North Texas**  
**College of Business Administration**  
**OPSM 3830: Spring 2020**  
**OPERATIONS MANAGEMENT**  
Section 001: BLB 155, 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:** 11:15 AM – 12:15 PM Mon in BLB 385C; and by appointments.

**TEXTS:** Operations Management, 13<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 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 in-class exams, 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 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).

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 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**

<b>Discussion number</b>	<b>Topic</b>	<b>Case title</b>	<b>Text Book Page number</b>
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	Availability Period				Due date
		From		To		
Quiz 1*	1, 2, 3 and 4	Tuesday, January 28, 2020	8:00 AM	Tuesday, January 28, 2020	11:30 PM	Tuesday, January 28, 2020
Quiz 2*	5, 6, 9 and 10	Tuesday, February 25, 2020	8:00 AM	Tuesday, February 25, 2020	11:30 PM	Tuesday, February 25, 2020
Quiz 3*	11, 12, 13, 14 and 15	Tuesday, April 28, 2020	8:00 AM	Tuesday, April 28, 2020	11:30 PM	Tuesday, April 28, 2020
Exam 1	See Details below	Wednesday, March 4, 2020	12:30 PM	Wednesday, March 4, 2020	2:00 PM	Wednesday, March 4, 2020
Exam 2	See Details below	Monday, May 4, 2020	12:30 PM	Monday, May 4, 2020	2:30 PM	Monday, May 4, 2020
Online Discussion 1	see Details above	Wednesday, January 29, 2020	12:00 PM	Wednesday, January 30, 2019	1:50 PM	Wednesday, January 30, 2019
Online Discussion 2	see details above in "Case discussion"	Wednesday, February 26, 2020	12:00 PM	Wednesday, February 26, 2020	1:50 PM	Wednesday, February 26, 2020
Online Discussion 3	see details above in "Case discussion"	Wednesday, March 18, 2020	12:00 PM	Wednesday, March 18, 2020	1:50 PM	Wednesday, March 18, 2020
Online Discussion 4	see details above in "Case discussion"	Wednesday, April 1, 2020	12:00 PM	Wednesday, April 1, 2020	1:50 PM	Wednesday, April 1, 2020
Online Discussion 5	see details above in "Case discussion"	Wednesday, April 15, 2020	12:00 PM	Wednesday, April 15, 2020	1:50 PM	Wednesday, April 15, 2020
Online Discussion 6	see details above in "Case discussion"	Wednesday, April 22, 2020	12:00 PM	Wednesday, April 22, 2020	1:50 PM	Wednesday, April 22, 2020
Research Participation				Sunday, April 26, 2020		Sunday, April 26, 2020

### **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.

### **Research Participation (10%)**

As part of your learning experience in this course, you will be required to participate in research studies conducted by faculty members of the Department of Marketing, Logistics and Operations Management. Your participation in this research will make up **10%** of your final class grade.

To fulfil the requirement, you **must** create an account on the College of Business SONA page—[unt-cob.sona-systems.com](http://unt-cob.sona-systems.com)—which is a web application that allows you to browse available studies. Credit will be assigned based on the length of time the study takes to complete and whether you participate online or in the COB behavioral Lab (BLB 279):

- 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 SONA 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.

To sign up, please visit [unt-cob.sona-systems.com](http://unt-cob.sona-systems.com). If you have questions, DO NOT contact your professor. Contact the behavioral lab manager by email at [COB.REP@unt.edu](mailto:COB.REP@unt.edu). Your questions will be addressed promptly.

**\*\*Note:** 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 new studies that have been posted.

***“When is the deadline for students to participate?”***

**Answer: The deadline for participation in studies for credit is April 26, 2020.**

***“What can students do if they can’t or don’t want to complete surveys?”***

**Answer: They can complete a 2-page research article critique paper for SONA credits. One article is worth 2 SONA credits. Please contact [cob.rep@unt.edu](mailto:cob.rep@unt.edu) and they will assign you articles for the critique. They will also review them and assign credits accordingly.**

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.

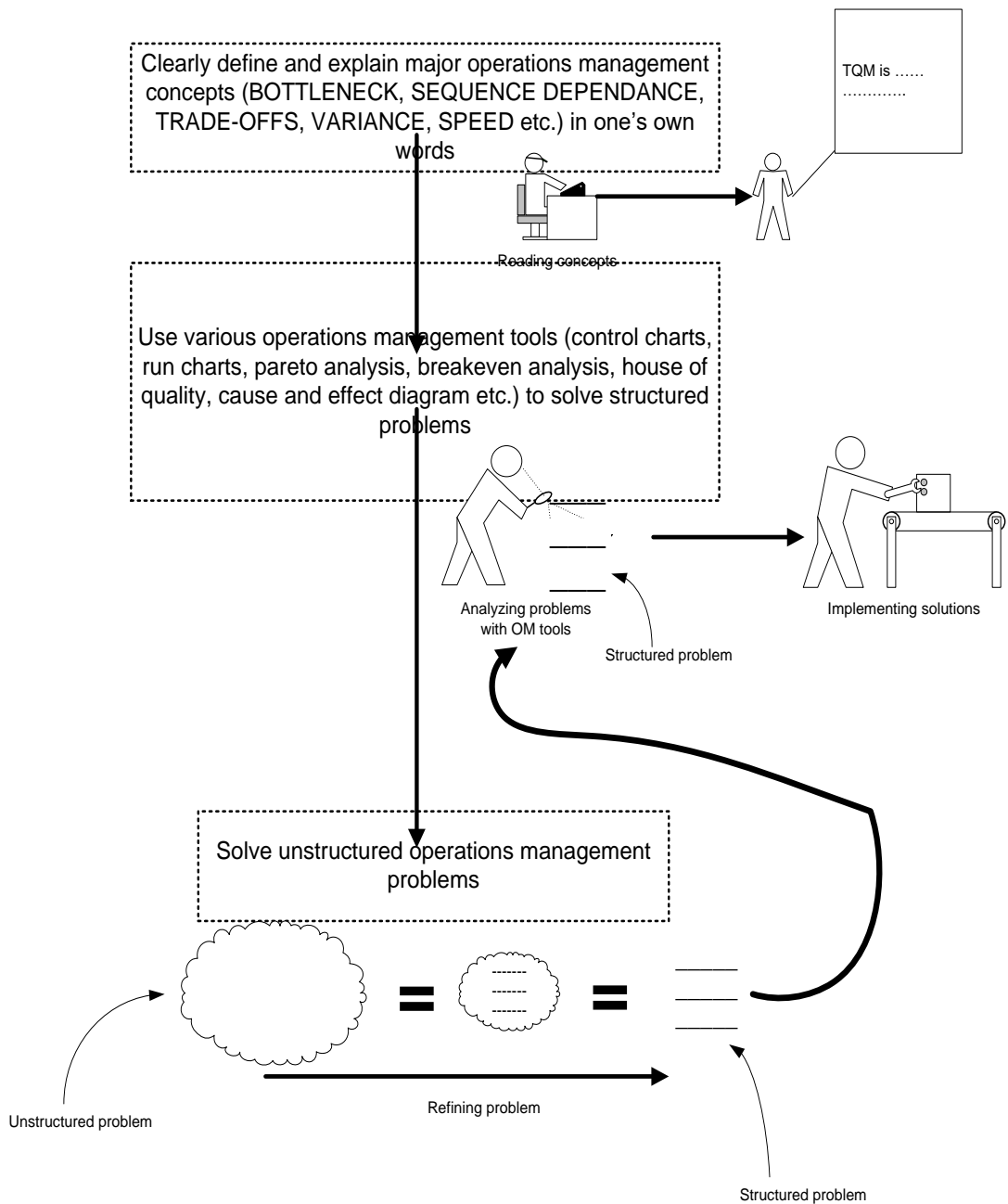
- Do team assignments individually before meeting as a team to prepare the team submission. You'll learn more by helping each other. Team meetings should not be used for working problems/writing the assignment, but rather for comparing answers, resolving discrepancies, and preparing a final submission (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

Date	Assigned Readings (chapters)	Chapter Title
Monday, January 13, 2020	Chapter 1	Introduction to Operations Management
Wednesday, January 15, 2020	Chapter 2	Competitiveness, Strategy and Productivity
Monday, January 20, 2020	<b>Dr. Martin Luther King Day</b>	
Wednesday, January 22, 2020	Chapter 3	Forecasting
Monday, January 27, 2020	Chapter 4	Product and Service design
Wednesday, January 29, 2020	<b>Online Discussion 1</b>	
Monday, February 3, 2020	Chapter 5	Strategic Capacity Planning for Products
Wednesday, February 5, 2020	Chapter 5	Strategic Capacity Planning for Products and Services
Monday, February 10, 2020	Chapter 6	Process Selection and Facility Layout
Wednesday, February 12, 2020	Chapter 6	Process Selection and Facility Layout
Monday, February 17, 2020	Chapter 10	Quality Control
Wednesday, February 19, 2020	Chapter 10	Quality Control
Monday, February 24, 2020	Chapter 9	Management of Quality
Wednesday, February 26, 2020	<b>Online Discussion 2</b>	
Monday, March 2, 2020	Chapter 9	Management of Quality
Wednesday, March 4, 2020	<b>EXAM 1 (during regular class hours on Chapters 1, 2, 3, 4 5, 6, 9, 10)</b>	
Monday, March 9, 2020	<b>SPRING BREAK</b>	
Wednesday, March 11, 2020		
Monday, March 16, 2020	Chapter 13	Inventory Management
Wednesday, March 18, 2020	<b>Online Discussion 3</b>	
Monday, March 23, 2020	Chapter 13	Inventory Management
Wednesday, March 25, 2020	Chapter 15	Supply Chain Management
Monday, March 30, 2020	Chapter 15	Supply Chain Management
Wednesday, April 1, 2020	<b>Online Discussion 4</b>	
Monday, April 6, 2020	Chapter 11	Aggregate Planning
Wednesday, April 8, 2020	Chapter 11	Aggregate Planning
Monday, April 13, 2020	Chapter 12	MRP and ERP
Wednesday, April 15, 2020	<b>Online Discussion 5</b>	
Monday, April 20, 2020	Chapter 12	MRP and ERP
Wednesday, April 22, 2020	<b>Online Discussion 6</b>	
Monday, April 27, 2020	Chapter 12	MRP and ERP
Wednesday, April 29, 2020	Chapter 14	JIT
Monday, May 4, 2020	<b>FINAL EXAM (during regular class hours)</b>	

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

## Learning objectives: Operations Management





# Graphic syllabus: Operations Management

