

OPSM 4830.001 PRODUCTIVITY AND QUALITY MANAGEMENT

Semester: Spring 2024

Instructor: José A. Grimaldo, Jr.

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Office: 105A BLB

Office Hours: By appointment 24hrs advance notice

Class Time: Thursday evenings 6:30 p.m. - 9:20 p.m.

Classroom: FRLD 456

Course Description: This course is concerned with the theory and practice of quality science. It also explores the connection between quality improvement and productivity gains. Topics to be covered include, among others, acceptance sampling, total quality management, process control, and their impact on productivity.

Course Objectives: The course aims to equip students with a sound understanding of the basic principles of quality management and how to apply them to enhance the productivity of a manufacturing or non-manufacturing organization. Also examined are some important analytical tools for detecting, analyzing, and eliminating quality problems to achieve increased profitability and improved competitiveness.



Textbook: Managing Quality: Integrating the supply chain 7th edition by S. Thomas Foster, John W. Gardner ISBN: 978-1-119-88381-4 September 2022 496 Pages

Supplemental Materials: Lecture notes/videos and other course-related information will be posted on CANVAS throughout the semester.

Evaluation Methods: The course grade will be determined as follows:

On-line Quizzes (11)	100 points
Attendance	130 points
Project Reports (2)	70 points
Project	100 Points
(Exam) #1	200 points
(Exam) #2	200 points
(Exam) #3	200 points
TOTAL	1,000 points

90.00% or above A

80.00% - 89.99% B

70.00% - 79.99% C

60.00% - 69.99% D Note: Score 60 or less, you will be required to make an instructor/student appointment

59.99% or below F

On-Line Quizzes (100 points= 10.0% Final Grade):

The course consists of a combination of reading and lecture. Lectures will cover most, if not all, of the reading material, lectures are intended to go beyond the basic concepts to further your understanding. Learning is enhanced if the student has read the text material prior to the lecture. Coming to the lecture without previously reading the text will hinder your understanding. To encourage students to read the material prior to the lecture, students must complete a quiz 1 hour before the start of the lecture.

Each quiz will be timed and will time out if you do not complete in the time allotted. I strongly recommend you do not wait until the last thirty minutes before class to take the quiz. Typically one question will be asked for every 3 to 5 pages of reading. [Note: The reading for the course averages 6.2 pages per day.] To avoid making this a library look-up quiz, each quiz will be timed. You will be given 15 minutes to complete the quiz. After the 15 minutes has expired the quiz will close and you will not be able to start the quiz. History has shown that this is enough time to physically look up about 40%-50% of the answers in the text, thus forcing you to actually read the text! Running out of time during the quiz is a clear indication that you have not prepared sufficiently prior to taking the quiz.

NOTE: It is your responsibility to make sure you have proper internet connection and are using the Firefox browser. Since this is an accelerated class, there will not be any Quiz make-up due to outages and disconnections.

Attendance (Mandatory) (130 points = 13% Final Grade):

Attendance is Mandatory. Everyone will start with 130 points. Each time you miss class you will be docked 10 points. You will not be able to make-up the time. If you have to miss for a medical emergency I will follow UNT policy and request you present a note from a doctor. You will still be responsible for the course work and material as necessary. I will circulate a roster for you to sign near the end of every class period.

Project & Project Reports [170 points=17% Final Grade):

Objective: To help you apply more of the content you learn from class lectures and readings towards actual businesses and industries. The idea is to take each section of material learned and then see how it applies to the company you have selected. This will be a basis for classroom discussions when called upon.

Instructions: You will be responsible for selecting a company from the list provided. Limit of 5 people per team per company. Once you have selected this company (list will be provided) you will need to locate their information on the internet. If they are a subsidiary then you will need to know the parent company and then drill down to the company specific.

Each of the project teams will be required to carry out a quality improvement project, submit 2 reports, and make a presentation (includes final report). In order for such a major undertaking to be successful, each group needs to make initial contacts, visit the facility when possible, and discuss with one or more of the managers there to understand the quality control process. Relevant information gathered should be carefully analyzed and synthesized to gain insights into the company's quality management system so that meaningful suggestions for improvement can be made

Examinations 600 points= 60.0% Final Grade):

Most examinations tend to be one-time exercises in memorization and regurgitation which defeats the purpose of a college education. Class sessions should be an exchange of information to facilitate understanding of logistics concepts. Three times during the term an exam will be taken to check for understanding and retention of information. The exam will be multiple choice, true/false, quantitative problems, but no essay questions. Exams require the student to pull together key logistics concepts to devise an answer and are intended to test understanding, not memorization skills. There will not be a cumulative Final Exam.



CHALLENGE POLICY:

You have until the start of the next class to submit a written request for a regrade (known as a "challenge") after an exam or assignment has been returned to the class. To earn additional points, you must be able to convince me, in writing, that your answer is correct.

ACADEMIC INTEGRITY:

Academic integrity emanates from a culture that embraces the core values of trust and honesty necessary for full learning to occur. As a student-centered public research university, UNT promotes the integrity of the learning process by establishing and enforcing academic standards. Academic dishonesty breaches the mutual trust necessary in an academic environment and undermines all scholarship. Academic dishonesty includes cheating, plagiarism, forging the signature of the instructor or of another student, fabrication, and/or facilitating or sabotaging the academic dishonesty of other students.

Any suspected occurrence of academic dishonesty will be investigated and handled in accordance with UNT policy and procedures. The following academic penalties may be assessed at the instructor's discretion upon determination that academic dishonesty has occurred. *Admonitions and educational assignments are not appealable.*

1. *Admonition.* The student may be issued a verbal or written warning.
2. *Assignment of Educational Coursework.* The student may be required to perform additional coursework not required of other students in the specific course.
3. *Partial or no credit for an assignment or assessment.* The instructor may award partial or no credit for the assignment or assessment on which the student engaged in academic dishonesty, to be calculated into the final course grade.
4. *Course Failure.* The instructor may assign a failing grade for the course.

Should the procedure for appeal of a case of academic dishonesty extend beyond the date when the instructor submits course grades for the semester, the student will be assigned a grade that reflects the penalty, which shall be adjusted, as appropriate, at the conclusion of any appeal process.

Specific details and description of UNT's Policy on Student Standards of Academic Integrity (18.1.16) and students' right to appeal are available at http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf.

DISABILITIES ACCOMMODATION:

In accordance with university policies and state and federal regulations, UNT is committed to full academic access for all qualified students, including those with disabilities. To this end, all academic units are willing to make reasonable and appropriate adjustments to the classroom environment and the teaching, testing, or learning methodologies in order to facilitate equality of educational access for persons with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide the student with an accommodation letter to be hand delivered to the instructor to begin a private discussion regarding the student's specific needs in the course.

Students may request accommodations at any time; however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Every semester, students must obtain a new letter of accommodation, and they must meet with each faculty member prior to implementation in each class.

Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to request that students discuss such letters during their designated office hours in order to protect the privacy of the student.

For additional information, visit the Office of Disability Accommodation (ODA) in Sage Hall, suite 167, or their website at <http://disability.unt.edu>. You may also contact the ODA office by phone at [940.565.4323](tel:940.565.4323). Specific information on UNT's policies related to disability accommodations is available at <http://policy.unt.edu/policy/18-1-14>.

Please note that disability accommodations are not retroactively applied to the start of a course. Accommodations in the course become effective after the student has delivered an official accommodation letter from UNT's ODA.

The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with a disability. If you have an established disability, as defined in the Americans with Disabilities Act and would like to request accommodation, please see Mr. Grimaldo as soon as possible.

CLASSROOM ETIQUETTE/STUDENT CONDUCT

To promote your plunge into business professionalism here are some simple classroom etiquette requirements:

- 1) **No cell phones or cameras.** Please turn your cell phone off. Ringing cell phones (as well as twittering) are a distraction to the class and an insult implying that you are more important than anyone around you. Any ringing or twittering cell phones will be confiscated and returned to the owner at the final exam. Use of cell phones during the lecture or an exam may result in confiscation. Similarly, use of cameras in the classroom are distracting and prohibited.
- 2) **Use of computers ARE allowed** during the lectures but users must sit in the first two rows of the classroom.
- 3) ***Please do not come to class late or depart early unless you have an emergency. It is discourteous and an interruption to the class.***
- 4) Any student behavior that interferes with an instructor's ability to conduct class or other students' opportunity to learn is unacceptable and will not be tolerated in any instructional setting at UNT. This includes traditional face-to-face classes, online or blended classes, labs, discussion groups or boards, field trips, and verbal and/or written (including email) communication with the instructor and/or other students. Examples of unacceptable behavior include, but are not limited to, disrespectful treatment of other students (verbal or written), disrupting lecture, and use of inappropriate or profane language or gestures in class or other instructional settings.
- 5) A student engaging in unacceptable behavior may be directed to leave the classroom or other instructional setting and may also be referred to the Dean of Students to consider whether his/her conduct violates UNT's Student Code of Conduct.

FINAL GRADES

It is the practice of Mr. Grimaldo to post your final grade on Canvas.

FINAL GRADE APPEALS, CHANGES, AWARDING AND REMOVAL OF AN 'I': REQUESTS FOR AN INCOMPLETE

Students may request a grade of incomplete ("I") only if he/she meets all of the following conditions:

- The request occurs on or after April 6, 2024;

- There is a justifiable and documented reason beyond the control of the student (e.g., serious illness or military service) for not completing the course on schedule; and,
- The student has the approval of the instructor and the department chair.

Students meeting these criteria must arrange with the instructor to finish the course at a later date by completing specific requirements outlined by the instructor. These requirements must be listed on a “Request for Grade of Incomplete” form signed by the instructor, student, and department chair. More information on UNT’s Incomplete Grade policy is available at <http://registrar.unt.edu/grades/incompletes>.

REQUESTS TO DROP THE CLASS

We want you to succeed in this class and at UNT. If you are concerned about your progress in the course, or believe you need to drop for other reasons, it is important that you contact the instructor as soon as possible. We want to make sure that dropping the course is your best or only option.

There are consequences to dropping classes that extend beyond losing your invested time, money, and effort. Dropping one or more classes may make you ineligible for financial aid. There are also limits on the number of courses you can drop. You can learn more about this at <http://registrar.unt.edu/registration/dropping-class>.

If you absolutely have to drop the course, you must pick up a drop form from the Eagle Student Services Center and take it to the instructor for her/his signature. Once the instructor signs the form, you are responsible for taking it to the Registrar’s Office in the Eagle Student Services Center to have it processed. Please be aware that when you choose to drop can affect your grade:

February 23, 2018 Last day to drop a class with an automatic grade of “W” for courses that a student is not passing

April 2, 2018 Last day a student may elect to drop a class. The instructor will assign a grade of “W” or “WF” based on the student’s actual performance-to-date in the course.

CAMPUS CARRY & CONCEALED HANDGUNS

In accordance with state law and UNT policy, students who are licensed may carry a concealed handgun on campus premises except in locations and at any function, event, and program prohibited by law or by this policy. Students may learn more about UNT’s concealed handgun policy at <https://campuscarry.unt.edu>.

SEXUAL DISCRIMINATION, HARRASSMENT, & ASSAULT

UNT is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. The federal Title IX law makes it clear that violence and harassment based on sex and gender are Civil Rights offenses. UNT has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

UNT’s Dean of Students’ website offers a range of on-campus and off-campus resources to help support survivors, depending on their unique needs: http://deanofstudents.unt.edu/resources_0. Renee LeClaire McNamara is UNT’s Student Advocate and she can be reached through e-mail at SurvivorAdvocate@unt.edu or by calling the Dean of Students’ office at 940-565-2648. You are not alone. We are here to help.

EMERGENCY NOTIFICATIONS & PROCEDURES

UNT uses a system called Eagle Alert to quickly notify you with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all currently enrolled students. Please make certain to update your phone numbers at <https://my.unt.edu/>.

Some helpful emergency preparedness actions include:

- 1) know the evacuation routes and severe weather shelter areas in the buildings where your classes are held,
- 2) determine how you will contact family and friends if phones are temporarily unavailable, and
- 3) identify where you will go if you need to evacuate the Denton area suddenly.

In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

SPOT Evaluation

I truly value the feedback I receive from students in the classes I teach. It helps me become better at my job and serve the customer (aka the student). I am less concerned about the impact my assessment scores mean to my performance evaluation for the university, but about what they mean to giving the customer a quality product. While you are welcome to visit with me and provide personal, verbal feedback, UNT utilizes the Student Perceptions of Teaching (SPOT) system. To promote (group) participation, there is a point value in the grading for completing the SPOT evaluation. Because I cannot know who completed the evaluations, I cannot know who to award the actual points to individually. Thus, while you will get an individual score for this assignment, it is a group effort that will determine your score:

- If less than 20% of the class completes the SPOT evaluation, everyone in the class will get 0 pts.
- If 20-39% of the class completes the SPOT evaluation, everyone in the class will get 2.0 pts.
- If 40-44% of the class completes the SPOT evaluation, everyone in the class will get 5.0 pts.
- If 45-49% of the class completes the SPOT evaluation, everyone in the class will get 6.0 pts.
- If 50-59% of the class completes the SPOT evaluation, everyone in the class will get 8.0 pts.
- If 60-69% of the class completes the SPOT evaluation, everyone in the class will get 9.0 pts.
- If greater than 70% of the class completes the SPOT evaluation, everyone in the class will get 10 pts.

Spring 2024 Important Deadlines

Spring 2024 Calendar	
KEY SEMESTER DATES	Full Semester Jan. 16 - May 10
Schedule of Classes Available on myUNT	Sep 18, 2023
Registration Opens For specifics by student group/class: https://registrar.unt.edu/when-can-i-register .	Oct 2, 2023

KEY SEMESTER DATES		Full Semester Jan. 16 - May 10
Regular Registration Ends		Jan 11, 2024
Full Semester & 8WK1 registration ends at 5:30 p.m. and Tuition and Fees due by 6 p.m.		
8WK2 registration ends at 11:30 a.m. and Tuition and Fees due by 12 p.m.		
Late Registration Begins—For students not Registered for the Term		Jan 12-19, 2024
Students registering late will incur a late registration fee of \$75		
Full Semester & 8WK1 registration ends at 4:30 pm and Tuition and Fees due by 5 pm.		
8WK2 tuition and fees are due by 5 pm on the same day as class registration.		
Last Day to Withdraw from Entire Term on myUNT		Jan 15, 2024
Courses do not appear on the transcript. After this date, see Dean of Students to withdrawal from the entire term.		
Classes Begin		Jan 16, 2024
Last Day to Add a Class Section		Jan 19, 2024
Registered & Tuition and Fees Paid by 6 p.m.		
Census—Official Enrollment Determined		Jan 29, 2024
Last day to drop a course section to no longer appear on the official transcript. <i>(Dropping courses may impact financial aid and degree completion. See advisors.)</i>		
Drop with a Grade of W Begins		Jan 30, 2024
Beginning this date, students can drop a course with a grade of W. The course appears on the transcript with a grade of W and tuition and fees remain. <i>(Dropping courses may impact financial aid and degree completion. See advisors.)</i>		
Last day to change to pass/no pass grade option (undergrads)		Feb 23, 2024
Midpoint of the Semester		Mar 8, 2024
Last day for a student to drop a course or all courses with a grade of W		Apr 5, 2024
First day to request a grade of Incomplete		Apr 6, 2024
Pre-Finals Days		May 1-2, 2024

KEY SEMESTER DATES		Full Semester Jan. 16 - May 10
Last Regular Class Meeting		May 2, 2024
Reading Day—No Classes		May 3, 2024
Final Exams		May 4-10, 2024
Last Day of Session		May 10, 2024
Commencement Ceremonies		
Anticipated; check commencement.unt.edu for information and finalized dates.		
University Grade Submission Deadline 4 p.m.		May 13, 2024
Grades/Academic Standing posted on the Official Transcript 6 p.m.		May 15, 2024

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KEY ACTIVITIES AND DATES

This schedule may be revised to accommodate class progress, more in-depth focus or discussion where warranted, or to take advantage of guest speakers if the opportunity arises. We will attempt to stay as close to this schedule as possible.

DATE	TOPIC
Tuesday January 16	Course Overview – Syllabus Review In Class Assignment (Assessment) Discuss Chapter 14 pg 372-385
Tuesday January 23	Managing Quality Improvement Teams and Projects - Chapter 14 pg 372 – 386 Discussion Differing Perspectives on Quality - Chapter 1 pre-class quiz
Tuesday January 30	Quality Theory - Chapter 2 pre-class quiz
Tuesday February 6	Global Supply Chain Quality and International Quality Standards - Chapter 3 pre-class quiz Strategic Quality Planning - Chapter 4 pre-class quiz
Tuesday February 13	Report # 1 Due on-line by 6:30PM before lecture The Voice of the Customer - Chapter 5 pre-class quiz
Tuesday February 20	Exam #1 – Chapters 1, 2, 3, 4, and 5
Tuesday February 27	The Voice of the Market - Chapter 6 pre-class quiz
Thursday March 5	Quality and Innovation in Product and Process Design - Chapter 7 pre-class quiz Designing Quality Services - Chapter 8 pre-class quiz
Tuesday March 12	Spring Break No CLASSES
Tuesday March 19	Managing Supplier Quality in the Supply Chain - Chapter 9 pre-class quiz
Tuesday March 26	Report # 2 Due on-line by 6:30PM before lecture The Tools of Quality - Chapter 10 pre-class quiz
Tuesday April 2	Exam #2 – Chapters 6, 7, 8, 9, and 10
Tuesday April 9	Statistically Based Quality Improvement for Variables and Attributes - Chapter 11 & 12 pre-class quiz
Tuesday April 16	Lean-Six Sigma Management and Tools - Chapter 13 & pre-class quiz
Tuesday April 23	Managing Quality Improvement Teams and Projects - Chapter 14 & pre-class quiz Project Presentations
Tuesday April 30	Implementing and Validating the Quality System - Chapter 15 pre-class quiz Final Exam Q & A
Thursday May 7	Exam #3/Final Exam – Chapters 11, 12, 13, 14, & 15 6:30 PM