

**OPERATIONS AND SUPPLY CHAIN MANAGEMENT PROGRAM  
OPSM 3830-001 OPERATIONS MANAGEMENT – 2018 FALL  
COURSE SYLLABUS**

- TERM:** FALL Semester, 2018  
Monday and Wednesday, 3:30PM - 4:50pm BLB 055
- COURSE TITLE:** OPSM 3830-001 Operations Management - 2018 FALL
- INSTRUCTOR:** Jonathon T. Fite  
Email: [Jonathon.Fite@unt.edu](mailto:Jonathon.Fite@unt.edu)  
Office: BLB 338B or BLB150 (Logistics Lab)  
Phone: 940-565-3673  
Cell Phone: 817-690-5876
- OFFICE HOURS:** Any day, any time by appointment with 24-hour notice, unless I am in class. I tend to respond to email inquiries fairly quickly.
- COURSE MATERIALS:**
1. A Wall Street Journal subscription is required for this class. Go to [WSJ.com/studentoffer](http://WSJ.com/studentoffer). I recommend you establish a subscription for every semester, but at a minimum select the 15 weeks for \$15 offer. After filling out your contact information select the following under the School Information section:
    - a. Zip Code = 76201
    - b. School = University of North Texas
    - c. Referring Professor = Fite, Jonathon
  2. *Text.* Operations Management, 13th edition, William J. Stevenson, McGraw-Hill Irwin
  3. *Learn.* Course materials, assignments, and outside readings will be available within Blackboard/Learn portal. Students can access the online Blackboard using the Internet at the website [learn.unt.edu](http://learn.unt.edu). The site is password protected. You can learn more about Blackboard by reviewing the on-line student manuals.

**COURSE  
MATERIALS  
CONTINUED:**

4. *Outside readings:* Outside readings will be required for some class sessions.
5. *Internet Software:* You will need Internet access. Course materials and assignments will be distributed via the Internet using Blackboard or group emails. You will be responsible for accessing Blackboard to obtain all course materials. Adobe Acrobat Reader will be required to read some of these materials. Acrobat Reader is available free from the Adobe web site: [www.adobe.com](http://www.adobe.com). Many of the printed materials required for this course will be in stored in PDF. This format is common for materials published throughout the web and for full-text articles obtained on-line from the UNT library.
6. *Class Powerpoint Presentations:* Copies of the PowerPoint slides used during the in-class lectures can be downloaded from Blackboard. I will generally save these files in PDF. I would encourage you to download and print copies of the slides in advance of their coverage in class. You may find this useful to follow along while in class, and/or to review the slides on-line from home or work.

**It will be assumed that you have a working knowledge of the topics covered in the prerequisites for this class.** The prerequisite material includes statistics, forecasting and regression. Effort will be made to not address material already covered in those courses.

**COURSE  
OVERVIEW:**

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.

**SCHEDULING  
DISCLAIMER**

The schedule, policies, and assignments contained in this course syllabus are subject to change in the event of extenuating circumstances, class progress, or by mutual agreement between the instructor and the students. All changes will be announced in class prior to the change with a posted change to the syllabus given to each student and placed in Blackboard.

| Dates  | Day | Week | Chapter / Topic                                             | Additional Topics                               | Quiz              |
|--------|-----|------|-------------------------------------------------------------|-------------------------------------------------|-------------------|
| 27-Aug | Mon | 1.1  | Chapter 1 - Introduction to Operations Management           | Course Syllabus Review, Ops Intro Video         |                   |
| 29-Aug | Wed | 1.2  | Chapter 2 - Logistics, Supply Chain Management & Purchasing |                                                 | 1                 |
| 3-Sep  | Mon |      | No Class - Labor Day                                        |                                                 |                   |
| 5-Sep  | Wed | 2.1  | Chapter 2 - Competitiveness, Strategy and Productivity      | 5-Forces, Dow 30 review, Moats                  |                   |
| 10-Sep | Mon | 3.1  | Chapter 3 - Forecasting Introduction                        | Linear Regression Supplement                    |                   |
| 12-Sep | Wed | 3.2  | Chapter 3 - Forecasting Basics                              |                                                 | 2                 |
| 17-Sep | Mon | 4.1  | Chapter 3 - Forecasting Adaptive Techniques                 | "A" students vs. "A" players                    |                   |
| 19-Sep | Wed | 4.2  | Chapter 4 - Product & Service Design                        | Failure is an Option Ted Radio Hour             | 3                 |
| 24-Sep | Mon | 5.1  | Chapter 4 - Reliability, Chapter 17 - Project Management    | Mindfulness for a High Reliability Life         |                   |
| 26-Sep | Wed | 5.2  | Chapter 5 - Strategic Capacity Planning, Aggregate Planning |                                                 | 4                 |
| 1-Oct  | Mon | 6.1  | Quiz 4 Review and Exam 1 Prep                               |                                                 |                   |
| 3-Oct  | Wed | 6.2  | Exam #1                                                     |                                                 |                   |
| 8-Oct  | Mon | 7.1  | Chapter 8 - Location Planning and Analysis                  | Online Class                                    |                   |
| 10-Oct | Wed | 7.2  | Chapter 16 - Scheduling                                     | Online Class                                    | 5                 |
| 15-Oct | Mon | 8.1  | Chapter 6 - Process Selection and Facility Layout           |                                                 |                   |
| 17-Oct | Wed | 8.2  | Chapter 6 - Line Balancing                                  |                                                 | 6                 |
| 22-Oct | Mon | 9.1  | Chapter 7 - Work Design and Measurement                     | Planet Money: Work is a ups truck & Open office |                   |
| 24-Oct | Wed | 9.2  | Chapter 7 - Work Design and Measurement                     | Executive Panel: Dillards, Toyota, TCS, Target  | 7                 |
| 29-Oct | Mon | 10.1 | Chapter 11 - Master Scheduling, Chapter 12 - MRP and ERP    |                                                 | 8                 |
| 31-Oct | Wed | 10.2 | Exam 2 Prep                                                 |                                                 |                   |
| 5-Nov  | Mon | 11.1 | Exam 2                                                      |                                                 |                   |
| 7-Nov  | Wed | 11.2 | Chapter 9 - Management of Quality, Basic SPC Tools          |                                                 |                   |
| 12-Nov | Mon | 12.1 | Chapter 10 - Quality Control, Process Control               |                                                 |                   |
| 14-Nov | Wed | 12.2 | Guest Lecture: Texas Instruments                            |                                                 | 9                 |
| 19-Nov | Mon | 13.1 | Study Time                                                  |                                                 |                   |
| 21-Nov | Wed | 13.2 | Study Time                                                  |                                                 |                   |
| 26-Nov | Mon | 14.1 | Chapter 13 - Inventory Management                           | Why Inventory Costs Matter, EOQ                 |                   |
| 28-Nov | Wed | 14.2 | Chapter 13 - Inventory Management                           | EOQ Impacts of Variable Demand & Lead Times     | 10                |
| 3-Dec  | Mon | 15.1 | Chapter 14 - JIT and Lean, Activity Based Costing           |                                                 |                   |
| 5-Dec  | Wed | 15.2 | Final Exam Prep                                             |                                                 | Extra Credit Quiz |
| 10-Dec | Mon | 16.1 | No Class                                                    |                                                 |                   |
| 12-Dec | Wed | 16.2 | Final Exam (1:30-3:30)                                      |                                                 |                   |

## TYPICAL CLASS OUTLINE

1. Brief review of prior class content
2. Discussion of new content (text + supplementary materials)
3. WSJ article discussion or live poll / practice question
4. Guest lecture / executive panel discussion when appropriate
5. Quiz / Exam Review when appropriate

Note: Many of the content areas outlined in the syllabus above will be based on a "flipped" classroom format where the lecture is recorded and posted online for students to view PRIOR to coming to class and the class period will focus on the student's understanding of the materials presented in that discussion.

## MS-EXCEL CERTIFICATION (10% OF GRADE)

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 semester of this initiative all DSCI

3870, ECON 4140, LSCM 3960, and OPSM 3830 courses are incorporating certification as part of the course grade. Fine-tune your Excel skills using Gmetrix software and after you have completed the training you will be able reserve a time slot to complete your certification testing at the Sage Testing Center during the week of 2-April. Details will be provided during your lecture session.

## GRADING:

The grading elements for the course are summarized below:

| Graded Element                       | Percentage |
|--------------------------------------|------------|
| Test 1                               | 20%        |
| Test 2                               | 20%        |
| Test 3                               | 20%        |
| Quizzes (10 @ 2 points each)         | 20%        |
| Excel Certification Prep             | 5%         |
| Excel Certification Exam (Pass/Fail) | 5%         |
| Class Participation                  | 06%        |
| Professional Development             | 04%        |
| Total                                | 100%       |

| Grade | Numeric Range | Grade points |
|-------|---------------|--------------|
| A     | 90 to 100     | 4.0          |
| B     | 80 to 90      | 3.0          |
| C     | 70 to 80      | 2.0          |
| D     | 60 to 70      | 1.0          |
| F     | Below 60      | 0.0          |

**Note:** There will be no extra credit in this class. Students will not be allowed to resubmit quizzes or exams.

The grading scale is guaranteed. You will receive no less than the grade listed within the appropriate interval. I reserve the right to adjust the grading scale in favor of the class if warranted. The points assigned to each grade comply with the points identified in the UNT Graduate Catalog.

Numeric grades are not rounded up to the next high letter grade. I frequently curve the grades for many of the assessments in the course. Rounding would result in an additional curve for a limited number of students near grade “breaks.”

**ASSIGNMENT  
FORMATS AND  
DUE DATES**

You are expected to approach each assignment with the professionalism required in the “business” world by fulfilling completed staff work.

**QUIZ / EXAM  
BLACKBOARD  
ISSUES**

Text your professor to have the exam reset where you left off or if you have other issues.

**REQUIRED  
OUTSIDE  
READINGS,  
VIDEOS OR  
PODCASTS:**

The outside readings, videos or podcasts provide different perspectives on the class topics. The readings are meant to provide a foundation for in-class discussion and to broaden the students’ understanding of the topics. Material in these readings may be testable. The majority of the outside readings will be made available in Blackboard.

**CLASS  
ATTENDANCE:**

I hold you responsible for all material covered during class, including changes to the syllabus, course schedule, and course materials. I will not supplement missed lecture material. If you must miss a class, you need to make the necessary arrangements to obtain any missed material or lecture notes from other students in the class. **I recommend you establish a “backup” or study group to supplement your notes or to obtain missed material.**

Class attendance is mandatory; and I will call on students by name to answer questions, discuss assignments, and to comment on key concepts. Missing these opportunities may result in a reduction in your final grade (see class participation under Grading). Class participation and attendance cannot be made up without a valid medical excuse, an absence approved by the Dean of Students, or bona fide family emergency.

**CLASS  
PARTICIPATION:**

Class participation will affect the case grades and your final grade. Points will be based on preparation for class, quality of class input, organization, and conciseness. If you do not actively participate, you will not receive any points for this grading element.

Students are expected to fully prepare for the in-class discussions. Case discussion requires significant effort and should not be taken lightly. I will call on students by name to provide an overview of the case, define the problem, identify key issues and themes, suggest alternatives, discuss the analysis,

critique inputs, provide recommendations, and summarize the in-class discussion. The points assigned will be based on degree of participation as well as the quality of participation. Failure to be prepared will result in 0 points.

Students are also expected to incorporate an understanding of current economic events within their case and class discussions. To prepare, students are required to incorporate readings of economic periodicals (*Wall Street Journal*, *Financial Times*, etc.) into their daily routines. Students can obtain a reduced rate subscription through the University.

**GROUP VS  
INDIVIDUAL  
PARTICIPATION:**

Case work, home work or even quizzes may be completed as a group, but exams are an individual effort.

**LIBRARY  
ASSIGNMENTS:**

Students are expected to use the library or internet sources to obtain outside readings and research industry information regarding the investing topics selected for the case assignments. In addition, students use the library resources for access to the economic periodicals. Outside readings may be downloaded from the UNT library's electronic resources.

**ACADEMIC  
INTEGRITY:**

**Academic Integrity Standards and Sanctions for Violation.**

According to UNT Policy 18.1.16, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University.

Cheating, plagiarism, or other inappropriate assistance on examinations will be treated with **zero tolerance** and will result in a grade of "F" for the course. The work should be solely your effort with ABSOLUTELY NO outside help or assistance. When working on exams, you must not discuss the exam with anyone (other faculty, other teams, or other students) unless specifically approved by the instructor. Students must be familiar with and adhere to the University's Academic Integrity policies.

Copying or using material from assignments previously submitted by other students (at UNT or other learning

institutions) or downloaded from the Internet is plagiarism. If you quote material, you must cite your sources. **Large scale “cutting and pasting” from other sources, even if properly footnoted does not meet the criterion of submitting your own work and will result in a failing grade for the course.**

The examination instructions are very clear regarding what materials may be used on the exam. **If you “preprogram” your calculator, use any materials other than those permitted on the exam, talk with other individuals during the exam, exchange information about an exam with an individual that has not taken the exam, or copy or use material from another individual’s exam, you will receive a failing grade for the course.**

According to University policy, if you become aware of any misconduct related to academic integrity, you should inform me or another proper authority such as the department chair or associate dean.

#### FINAL GRADES:

I will not post final grades beyond what is available on Blackboard. I cannot respond to grade requests except if you appear in-person at my office.

#### GRADE APPEALS, WITHDRAWALS, & INCOMPLETES

Please refer to the UNT Graduate Catalog for policies governing these actions. If you have any questions, please contact me for clarification. Please note: I only use an incomplete for extraordinary circumstances. An incomplete grade will not be used simply to provide more time to complete the course requirements.

#### EXAM AND ASSIGNMENT GRADE APPEALS

If you disagree with how any assignment or examination was graded, **you must submit a written appeal by email or letter before the start of the next class period.** The email or letter must clearly state the rationale for the appeal and provide evidence to support your position. For example, you may cite text references, Powerpoint slides, or outside readings to support your position—**these must be clearly referenced by title and page number.** The rationale should be objective in nature and should not include subjective opinions. **Appeals that do not provide supporting rationale and specific reference(s) to course materials will be returned without consideration.**

## **AMERICANS WITH DISABILITIES ACT**

UNT makes reasonable academic accommodation for students 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 a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. 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. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website at [disability.unt.edu](http://disability.unt.edu).

## **EMERGENCY NOTIFICATION & PROCEDURES**

UNT uses a system called Eagle Alert to quickly notify students 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). In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

## **ACCEPTABLE STUDENT BEHAVIOR**

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and 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 Dean of Students 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 can be found at [deanofstudents.unt.edu/conduct](http://deanofstudents.unt.edu/conduct).

## **CLASS COMMUNICATIONS**

I will post classwide announcements on Blackboard as needed. When those notices are posted, Blackboard will forward an email copy of the announcement to the email address the university has on file for you. If you wish to communicate with me, please send an email to [Jonathon.Fite@unt.edu](mailto:Jonathon.Fite@unt.edu) or text me. I will respond in a timely manner, but blackboard messages are not auto-forwarded and may result in a delayed response. So, please use my UNT email.

## **ATTACHMENT 1 – PROFESSIONAL DEVELOPMENT IN OPERATIONS, LOGISTICS & SUPPLY CHAIN MANAGEMENT**

### Professionalism (2.0 points per event, 2 Events Required):

The UNT Professional Program in Logistics is very proud of its close relationship with industry and our emphasis on professionalism. This semester the Logistics Executive Lecture Series has planned a number of Friday afternoon (1:00-2:00 pm in BLB 180) sessions allowing students to meet and actively interchange with operations and logistics executives and at least two OnBoarding sessions. You may earn up 2 points per speaker attended up to 4 points.

To receive each 2 point credit you must

- A) RSVP in advance at the Logistics Center with this course number,
- B) Swipe your ID when you attend,

Attendance at the same event to fulfill a requirement for another course or program will not be counted. You will not receive credit if you have not RSVP'd. If you RSVP and fail to attend 1 point will be deducted from your grade. You can make up these points by attending another presentation. No more than 4 points may be earned for this element of the course. If you cannot attend these events due to work or class schedule conflicts, you may find an alternative such as an evening professional meeting. My goal is that you are able to interact with a corporate executive. Attendance of a career fair or attendance of a student interest group (such as AMA, LOGSA, or SAA) will not count as a substitute unless a C-level executive is speaking and the presentation has been approved in advance. Any alternative must be approved by Mr. Fite at least 24 hours prior to attending the event and you will be asked to provide the C-level executive's business card as proof that you interacted with the executive.

### **Executive Lecture Series**

<https://cob.unt.edu/logistics-center/executive-lecture/speakers>

Friday, September 21

Morgan Meeks, Vice President, Transportation Operations  
AAFES

Friday, September 28

Amy Carovillano, Vice President, Logistics & Distribution  
The Container Store

Friday, October 5

Tim Nelson, President & CEO  
Shoreside Logistics

Friday, October 26  
Debbie Keehn, Vice President, Supply Chain Operations  
Celanese Corporation

Friday, November 16  
Richard Cano, Founder & CEO  
Protivix Business Solutions, LLC

### **Onboarding Program**

<https://cob.unt.edu/logistics-center/onboarding-program>

Friday, September 7 - Professional Organizations – How will they benefit me? Do I need to join?  
What is the commitment level?

Presented by:

M. Dave Malenfant, Vice President, Membership, CSCMP, Director, Outreach & Partnerships,  
Center for Supply Chain Innovation, Neeley School of Business, TCU

Brian Heldebrandt (UNT Logistics Alum), Director, Distribution Operations, DJO Global

Friday, September 14  
Mock Interviews – Learn important steps on how to prepare for and navigate a behavioral  
interview. Three levels of mock interviews will be presented. Learn what employers expect.

Presented by Target:

Quitney Pryor, Operations Manager

Bianca Lewis, Human Resources Business Partner

Friday, October 19  
UNT Logistics Alumni Panel Discussion – Three successful alumni will be here to answer all your  
questions!

Presented by:

Adrian Parkhideh, Senior Director, Customer Strategy, 10-4 Systems, Inc.

Joshua McMichael, Rail Operations Analyst, Toyota Logistics Services, Inc.

Corey Houston, Frito-Lay

Friday, November 2  
All About Internships Panel – Everything you always wanted to know! Gain perspective from an  
employer, UNT Career Center, and UNT students.

Presented by:

PepsiCo

Dr. Brian Hirsch, Assistant Director, UNT Career Center

UNT students (TBA)