

**OPERATIONS AND SUPPLY CHAIN MANAGEMENT PROGRAM
OPSM 3830 OPERATIONS MANAGEMENT – 2022 SPRING
COURSE SYLLABUS**

COURSE TITLE:	OPSM 3830 Operations Management 2022 Spring Section 1: Monday & Wednesday 12:30-2:00 Section 2: Tuesday & Thursday 12:30-2:00
INSTRUCTOR:	Jonathon T. Fite Email: Jonathon.Fite@unt.edu Office: BLB 379A Cell Phone: 817-690-5876
OFFICE HOURS:	Wednesdays and Thursday 2:00-3:00 or 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:	<ol style="list-style-type: none"> 1. A Wall Street Journal subscription is required for this class. Go to https://education.wsj.com/search-students/ to activate your subscription. <i>Text.</i> Operations Management, 14th edition, William J. Stevenson, McGraw-Hill Irwin <u>is optional</u>. 2. <i>CANVAS.</i> Course materials, assignments, and outside readings will be available within the UNT CANVAS portal. Students can access the CANVAS using the Internet at the website unt.instructure.com. The site is password protected. 3. <i>Outside readings:</i> Outside readings will be required for some class sessions. 4. <i>Internet Software:</i> You will need Internet access. Course materials and assignments will be distributed via the Internet using CANVAS or group emails. You will be responsible for accessing CANVAS 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. 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.

**COURSE
MATERIALS
CONTINUED:**

5. *Class Powerpoint Presentations:* Copies of the PowerPoint slides used during the in-class lectures can be downloaded from CANVAS. 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 CANVAS.

**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: Some 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.

Tentative Class Schedule and Content Summary

SECTION 1: MW 12:30-1:50 in BLB 155					
Dates	Day	Week	Chapter / Topic	Additional Topics	Quiz
17-Jan	Mon	1.1	MLK Holiday - No Class	Chapter 1 Intro PreRead and Participation Quiz	
19-Jan	Wed	1.2	Chapter 15 - Logistics, Supply Chain Management		1
24-Jan	Mon	2.1	Chapter 2 - Competitiveness, Strategy	5-Forces, Dow 30 review	
26-Jan	Wed	2.2	Chapter 2 - Productivity	Moats	2
31-Jan	Mon	3.1	Chapter 3 - Forecasting Introduction	Linear Regression Supplement	
2-Feb	Wed	3.2	Chapter 3 - Forecasting Basics		3
7-Feb	Mon	4.1	Chapter 3 - Forecasting Adaptive Techniques		
9-Feb	Wed	4.2	Chapter 4 - Product & Service Design	Failure is an Option Ted Radio Hour	4
14-Feb	Mon	5.1	Chapter 4 - Reliability	Mindfulness for a High Reliability Life	
16-Feb	Wed	5.2	Chapter 17 - Chapter 17 Project Management		5
21-Feb	Mon	6.1	Quiz 5 Review and Exam 1 Prep		
23-Feb	Wed	6.2	Exam #1		
28-Feb	Mon	7.1	Chapter 5 - Strategic Capacity Planning, Chapter 11 - Aggregate Planning		
2-Mar	Wed	7.2	Chapter 6 - Process Selection and Facility Layout		6
7-Mar	Mon	8.1	Chapter 6 - Line Balancing		7
9-Mar	Wed	8.2	Chapter 7 - Work Design and Measurement	Industry Speakers	8
14-Mar	Mon		NO Class - Spring Break		
16-Mar	Wed				
21-Mar	Mon	9.1	Chapter 8 - Location Planning and Analysis		
23-Mar	Wed	9.2	Chapter 11 - Master Scheduling		9
28-Mar	Mon	10.1	Chapter 12 - MRP and ERP	Planet Money: Work is a ups truck & Open office	
30-Mar	Wed	10.2	Chapter 16 - Job Scheduling		10
4-Apr	Mon	11.1	Exam 2 Prep		
6-Apr	Wed	11.2	Exam 2		
11-Apr	Mon	12.1	Chapter 9 - Management of Quality, Basic SPC Tools		11
13-Apr	Wed	12.2	Chapter 10 - Quality Control, Process Control		12
18-Apr	Mon	13.1	Chapter 13 - Inventory Management	Why Inventory Costs Matter	
20-Apr	Wed	13.2	Chapter 13 - Inventory Management	Basic EOQ and Volume Discounts	13
25-Apr	Mon	14.1	Chapter 13 - Inventory Management	EOQ Impacts of Variable Demand & Lead Times	14
27-Apr	Wed	14.2	Chapter 14 - JIT and Lean	Activity Based Costing	15
2-May	Mon	15.1	Company Valuation, Market Perspectives, Thoughts for your personal success		Extra Credit Quiz
4-May	Wed	15.2	Final Exam Prep		
9-May	Mon	16.1	Final Exam (12:00-2:00) *** TO BE CONFIRMED ***		
11-May	Wed	16.2	No Class - Exam Week		

Tentative Class Schedule and Content Summary

10

SECTION 2: TR 12:30-1:50 in BLB 180					
Dates	Day	Week	Chapter / Topic	Additional Topics	Quiz
18-Jan	Tue	1.1	Chapter 1 - Introduction to Operations Management	Course Syllabus Review, Ops Intro Video	0
20-Jan	Thur	1.2	Chapter 15 - Logistics, Supply Chain Management & Purchasing		1
25-Jan	Tue	2.1	Chapter 2 - Competitiveness, Strategy	5-Forces, Dow 30 review	
27-Jan	Thur	2.2	Chapter 2 - Productivity	Moats	2
1-Feb	Tue	3.1	Chapter 3 - Forecasting Introduction	Linear Regression Supplement	
3-Feb	Thur	3.2	Chapter 3 - Forecasting Basics		3
8-Feb	Tue	4.1	Chapter 3 - Forecasting Adaptive Techniques		
10-Feb	Thur	4.2	Chapter 4 - Product & Service Design	Failure is an Option Ted Radio Hour	4
15-Feb	Tue	5.1	Chapter 4 - Reliability	Mindfulness for a High Reliability Life	
17-Feb	Thur	5.2	Chapter 17 - Chapter 17 Project Management		5
22-Feb	Tue	6.1	Quiz 5 Review and Exam 1 Prep		
24-Feb	Thur	6.2	Exam #1		
1-Mar	Tue	7.1	Chapter 5 - Strategic Capacity Planning, Chapter 11 - Aggregate Planning		
3-Mar	Thur	7.2	Chapter 6 - Process Selection and Facility Layout		6
8-Mar	Tue	8.1	Chapter 6 - Line Balancing		7
10-Mar	Thur	8.2	Chapter 7 - Work Design and Measurement	Industry Speakers	8
15-Mar	Tue		NO Class - Spring Break		
17-Mar	Thur				
22-Mar	Tue	9.1	Chapter 8 - Location Planning and Analysis		
24-Mar	Thur	9.2	Chapter 11 - Master Scheduling		9
29-Mar	Tue	10.1	Chapter 12 - MRP and ERP	Planet Money: Work is a ups truck & Open office	
31-Mar	Thur	10.2	Chapter 16 - Job Scheduling		10
5-Apr	Tue	11.1	Exam 2 Prep		
7-Apr	Thur	11.2	Exam 2		
12-Apr	Tue	12.1	Chapter 9 - Management of Quality, Basic SPC Tools		11
14-Apr	Thur	12.2	Chapter 10 - Quality Control, Process Control		12
19-Apr	Tue	13.1	Chapter 13 - Inventory Management	Why Inventory Costs Matter	
21-Apr	Thur	13.2	Chapter 13 - Inventory Management	Basic EOQ and Volume Discounts	13
26-Apr	Tue	14.1	Chapter 13 - Inventory Management	EOQ Impacts of Variable Demand & Lead Times	14
28-Apr	Thur	14.2	Chapter 14 - JIT and Lean	Activity Based Costing	15
3-May	Tue	15.1	Compnay Valuation, Market Perspectives, Thoughts for your personal success	Extra Credit Quiz	
5-May	Thur	15.2	Final Exam Prep		
10-May	Tue	16.1	No Class - Exam Week		
12-May	Thur	16.2	Final Exam (10:30 a.m. - 12:30 p.m.)		

GRADES:

The grading elements for the course are summarized below:

Graded Element	Percentage
Test 1	20%
Test 2	20%
Test 3	20%
Quizzes (15 @ 2 points each)	30%
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 CANVAS 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 CANVAS.

**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.

**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.

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, 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 Canvas.

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
(<https://disability.unt.edu/>).

PROHIBITION OF DISCRIMINATION, HARASSMENT, AND RETALIATION (POLICY 16.004)

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

SEXUAL ASSAULT PREVENTION

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

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 CANVAS for contingency plans for covering course materials.

Emergency Evacuation Procedures for Business Leadership Building:

- **Severe Weather** In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.
- **Bomb Threat/Fire** In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts. Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

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.

CLASS COMMUNICATIONS

I will post classwide announcements on Canvas as needed. When those notices are posted, CANVAS 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 or text me. I will respond in a timely manner, but CANVAS messages are not auto-forwarded and may result in a delayed response. So, please use my UNT email.

STUDENT EVALUATION ADMINISTRATION DATES

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 [insert administration dates] of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the SPOT website (<http://spot.unt.edu/>) or email spot@unt.edu.

COVID-19 IMPACT ON ATTENDANCE

While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding COVID-19. It is important that you communicate with me prior to being absent so I may make a decision about accommodating your request to be excused from class.

If you are experiencing any symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

CLASS MATERIALS FOR REMOTE INSTRUCTION

Sometimes this class may be offered in a "remote" format – live, but taught remotely via ZOOM. Students will need access to a webcam and microphone to participate in fully remote portions of the class. The best learning outcomes are when students use a laptop/Mac/PC to engage but classes can be attended via a smart phone or tablet. However, to complete your exams, you will need access to a computer with a webcam and microphone. Information on how to be successful in a remote learning environment can be found at <https://online.unt.edu/learn>.

**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 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) Attend, with your attendance recorded

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 may 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 (6 events)

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

Onboarding Program (4 events)

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