

## **OPRE 3310.503 Operations Management – Course Syllabus**

Spring 2017, Thursday 7:00pm – 9:45pm, JSOM 12.222

### **Instructor: Mark Layton**

o. JSOM 3.428 Thursday's 6:00pm-7:00pm

c. 972-523-2852 (call or message by text, don't leave voice mail please)

e. email ([mark.layton1@utdallas.edu](mailto:mark.layton1@utdallas.edu))

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**Prerequisites:** MATH 1326, MATH 2333, STAT 3360

### **Course Description**

This course teaches concepts useful in efficiently managing the transformation of materials, labor, and capital into products or services. Topics covered include: the role of operations management in overall competitive strategy, key performance measures, and tools for improving operations performance. The level of discussion varies from long-term strategic planning to daily control of business processes.

### **Learning Objectives**

Students will understand the role operations management plays in business processes. Upon completion of the course, students will also be able to:

- Quantitatively analyze and interpret operations information
- Solve typical operations management problems
- Document and report operations performance
- Recognize and address ethical issues that arise when managing operations

### **About the Instructor**

Mark Layton is a Lecturer in the Jindal School of Management. He teaches undergraduate Operations Management. Layton is an experienced corporate executive and entrepreneur with significant background in logistics, operations, supply chain, ecommerce and technology. Layton founded the Allen, TX based firm PFSweb in 1992 and served as its Chairman and CEO into 2013. Previously Mr. Layton was CEO of a \$1B wholesale distributor and a management consultant with Accenture (formerly Andersen Consulting). His goal is to bring “real life” business issues and examples to the classroom to provide both a current and relevant learning experience for students. You can learn more about Mr. Layton at [www.linkedin.com/in/marklayton](http://www.linkedin.com/in/marklayton)

### **Required Textbook & Course Resources:**

1. Operations Management by William J. Stevenson, 12th Edition, Irwin/McGraw Hill, ISBN 978-0-07-802410-8
2. <https://www.youtube.com/watch?v=u1vYMj5uscA> Supply Chain Malfunction Parody
3. [https://youtu.be/bfFsqbIn\\_3E](https://youtu.be/bfFsqbIn_3E) (Amazon DC)
4. <https://youtu.be/mRBbvSxXvmI> (Giants & Jets)
5. BrightFarms -- a produce supply chain revolution: Paul Lightfoot at TEDxManhattan  
<https://www.youtube.com/watch?v=3ZDLo8yNxgY> <https://www.facebook.com/BrightFarms/videos>
6. Tips on preparing a great case report - <http://barnraisersllc.com/2015/08/10-compelling-characteristics-of-great-case-studies/>

## Grading Policy

<u>Work Area</u>	<u>%</u>	<u>Points</u>
Class Participation/Peer Reviews	10%	100
Quizzes & Homework Assignments	20%	200
Giants & Jets Stadium Group Case	10%	100
Bright Farms Group Case	20%	200
Exam 1 (Ch. 1, 2, 3)	10%	100
Assessment Quiz (Ch. 13)	10%	100
Exam 2 (Ch. 15, 6, 8,)	10%	100
Final Exam (Ch. 9, 14)	10%	100

## Final Grading Scale

Semester Points	Letter Equivalent
950 - 1000	A+
900 - 949	A
850 - 899	B+
800 - 849	B
750 - 799	C+
700 - 749	C
600 - 699	D
Less than 600	F

## Class Attendance, Participation, Quizzes & Homework

**You are expected to attend every class and to actively participate in the discussion and activities.** Given this section will meet just once weekly, missing even one class will more than likely be detrimental to your final grade performance given the breadth of material that must be covered in each class session. Class participation grade will be comprised of being in regular attendance in class & your level of participation in class discussions. Unexcused absences will detract from the Class Participation grade.

Students should expect that in-class quizzes will be administered throughout the semester. These quizzes will not be announced in advance. Each quiz will be short and based on material presented in the most recent class session(s) to help reinforce learning. If you miss a class session, arrive late to class or leave early from class you will be at risk of missing a quiz. **There is a NO MAKE-UP Policy for missed quizzes.**

There will be several Homework Assignments for this class to reinforce learning. On homework problems requiring calculations, show your work, the formulas used and how you arrived at the calculation. You may

discuss homework problems with others, but you must complete the work by yourself with a full understanding of what you write or solve. Identical assignments will be in violation of university regulations and will receive no credit. **NO LATE HOMEWORK WILL BE ACCEPTED.**

**Given the NO LATE ACCEPTANCE & NO MAKEUP POLICY there will be opportunities provided for extra credit during the semester.**

### **Exams**

There will be 3 in-class exams, including the final exam, plus one key Assessment Quiz that is like an exam (as outlined below). Each exam will be about 50 questions in length comprised of a combination of multiple choice, true/false and 1 or 2 short essay or work problems. The order of the test questions will be randomized amongst the students. These 3 Exams are open book and open notes but no internet access is allowed and no discussion amongst students is permitted (See note regarding the Assessment Quiz which is CLOSED BOOK AND CLOSED NOTES). Calculators may be used and formula sheets are provided. Cellphones cannot be used as calculators. Cellphones, computers, or other electronic devices (except calculators) may not be used during Exams or Quizzes. Exams are **NOT CUMULATIVE**.

### **Assessment Quiz**

OPRE 3310 is considered a core course and as such certain measurement instruments are implemented to ensure a uniformity of learning across all sections. These measurements are provided to university accreditation associations during their periodic audits. This semester, in addition to the 3 exams noted above, there will be 1 in-class assessment quiz. The quiz is prepared by an academic committee and will be taken by all OPRE 3310 sections each semester. The grading of the assessment quiz is controlled through a standard grading scheme called a Rubric. The Rubric measures three important elements of learning: 1) understanding, 2) writing, and 3) correct answers. Therefore, students are encouraged to express their understanding of the problems in a clear and concise written format such as writing any formulas completely and correctly. This Exam/Quiz is CLOSED BOOK and CLOSED NOTES. Students will be provided a formula sheet as a reference document. Cellphones, computers, or other electronic devices (except calculators) may NOT be used during Exams or Quizzes.

### **Group Work - Case Reports & Presentations, Peer Reviews**

There will be 2 Group case reports due for this course, one of which will include a formal class presentation. Working and communicating effectively with other individuals and groups of individuals is paramount to a successful business career regardless of your discipline of study. To that end, this course will incorporate group work for not only the case assignment but also several in-class exercises where the work will be scored as part of the quiz grade.

For the case assignments, groups of 4 to 6 individuals will be randomly selected using the excel random function during the class session when the first case (Giants and Jets) is assigned. It will be your responsibility to make immediate contact with your assigned group members. The group collectively should evaluate the case(s) and their variables/outcomes, assess the steps required to produce a high-quality submission that meets/exceeds the grading criteria, ensure that the skill sets within your group are effectively utilized and that each group member contributes meaningfully and as equally as possible in the final product. Peer assessment surveys must be completed after the group assignment is completed and the scores from these surveys will factor into the Class Participation/Quiz portion of your grade.

For the second case assignment, each group will be required to prepare and present a 15-minute business like PowerPoint as part of the assignment. All Students should plan to attend this class in formal business attire (as if attending a company board meeting). Individual grading criteria for each case will be presented when the case is assigned in class but will include a class peer component where fellow students will be asked to provide scored input on each groups presentation. Your active participation in the peer review process will be included as part of your class participation grade.

Should you have difficulties with your group you should first make every attempt to address the issue within the group. Thereafter, if your effort to address the issue is not successful, make your instructor immediately aware of the issue by sending an email to his UTD email address shown in this document. The instructor will then confer with the group members individually and either help to guide resolution, or he will adjust as necessary.

## Class Schedule

Instructor: Mark Layton		Course Schedule OPRE 3310.503 Spring 2017 Course Outline			
Class #	Date	Topic	Key Principles	Text Chapter	Required Readings Before The Class
1	1/12/2017	Course Introduction - Introduction to Operations Management	What is Operations Management & Why Important?	1	Text Pgs. 3 - 33 Hazel Case Pgs. 37-38
2	1/19/2017	Competitiveness, Strategy & Productivity	How Companies use Operations to Gain Advantage	2	Text Pgs. 41 - 62; Hazel Revisited Pg. 69
3	1/26/2017	Forecasting	Different Forecast Techniques & Learning to Prepare a Forecast	3	Text Pgs. 75-90
4	2/2/2017	Forecasting	Seasonality, Smoothing & Linear Regression	3	Text Pgs. 91-113
5	2/9/2017	Exam Review Followed by Exam 1 (Ch 1, 2, 3)	-	-	Review Chapters 1-3 & HW Problems
6	2/16/2017	Inventory Management	What & Why of Inventory, Classification, Costs of Inventory	13	Text Pgs. 546-573
7	2/23/2017	Inventory Management	Working with Different Inventory Management Models & Variables	13	Text Pgs. 573-587
8	3/2/2017	Assessment Quiz on Inventory Management - Project Management	Basics of Project Management, WBS, Predecessors, Critical Path	17	Text Pgs. 731-740 - Giants & Jets Case
9	3/9/2017	Supply Chain Management	What is a "Supply Chain", How to Optimize & Why Important	15	Text Pgs. 649-683
N/A	3/16/2017	Spring Break - No Class	Have a great week off!	-	-
10	3/23/2017	Location Planning & Analysis & BF Case Assignment Overview	Why is Location Important & What Factors Impact Location Decisions	8	Text Pgs. 337-356
11	3/30/2017	Process Selection & Facility Layout	Selecting the right process, considerations of time/motion in layout	6	Text Pgs. 237-261, 271-272
12	4/6/2017	Exam Review Followed by Exam 2 (Ch 15, 8, 6) - BF Case Discussion	-	-	Review Chapters 15, 8, 6
13	4/13/2017	Management of Quality	Defining Quality & Why Important? TQM, Six Sigma, Quality Awards	9	Text Pgs. 367-391
14	4/20/2017	Case Presentations (15 Minutes Ea.)	See BF Case Document	-	-
15	4/27/2017	JIT Lean Operations	Lean & JIT Operations	14	Text Pgs. 605-635
N/A	5/4/2017	Final Exam (Ch. 9, 14)	-	-	Review Chapters 9, 14

## E-Learning

Your course e-Learning site will be used in several important ways throughout the semester. All grades will be posted as soon as grading has been completed, a copy of the course syllabus will be available always, and you will be notified of any changes made during the semester. Several discussion boards are also available for your use.

## Laptops & Cell phones

You may bring your laptop computers, tablets to class and you may use them during lectures for note taking and for checking references as directed by the instructor. If it is determined you are using your laptop/tablet for other purposes during class, you will be asked to close and put the device(s) away. You may not use your cell phones or other electronic devices in class. Please insure all cell phones are silenced before class begins.

## Special Assistance

For help with test anxiety or time management, the following resources are available: your academic advisor, the Learning Resource Center (MC2.402), the Counseling Center (SU1.608), the New Student Programs Office (SU1.610), your instructor.

## **Expectation**

University guidelines recommend that you study 2-3 hours per week for every credit hour in which you are enrolled. That is, University expectations suggest you spend 6-9 hours outside of class every week on OPRE 3310 homework and studying.

## **Student Conduct & Discipline**

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, A to Z Guide, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3, and in Title V, Rules on Student Services and Activities of the university's Handbook of Operating Procedures. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

## **Academic Integrity**

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

## **Email Use**

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

### **Withdrawal from Class**

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

### **Incomplete Grade Policy**

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of F.

### **Student Grievance Procedures**

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's Handbook of Operating Procedures.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

## **Disability Services**

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:

The University of Texas at Dallas, SU 22

PO Box 830688

Richardson, Texas 75083-0688

(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

### **It is the student's responsibility to notify his or her professors of the need for such an accommodation.**

Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

## **Religious Holy Days**

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must

take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.