Note: This syllabus is provided to you as a guide for the class content and expectations this semester. It is not a contract, and it is subject to change as necessary. The current version is posted on D2L.

Students learn about the overall management process in Principles of Management and quantitative methods in Business Statistics. This course may seem very different from other management courses in the degree program. One major difference of this course is the use of quantitative tools in managing organizations.

This course applies the various aspects of Planning, Organizing, Leading, and Controlling in the context of Operations Management. Thus, the syllabus is arranged around those four major management tasks.

Course Description
Concepts and techniques in management of productive activity in service systems and in manufacturing systems. Prerequisites: MGT 272, MTH220 or equivalent, and junior standing.

Topics covered include capacity, decision analysis, forecasting, inventory, job design, layout, linear programming, location, project management, quality control, scheduling, and queuing analysis.

Program Learning Outcomes
Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. You may access the program learning outcomes for particular courses at http://cobweb.sfasu.edu/plo.html.

Course Objectives
The objectives of the course are to develop the student’s understanding of:
1. the scope of Operations Management (OM),
2. OM terminology and appropriate usage,
3. interactions between OM and other functional areas of the organization,
4. various OM techniques, practices, theories and models at an introductory level in both manufacturing and service environments,
5. quantitative techniques used for decision-making and basic concepts governing management of OM activities,
6. logically analyzing and integrating knowledge to work with and apply OM models and theories,
7. current domestic and global issues associated with OM, and
8. the foundation necessary to pursue more advanced work in OM.
PLANNING

Required Materials

   c. International versions are not always the same — buy with caution.
2. Calculator (recommend TI-30XA™, TI-36X™, BA II PLUS™, or BA II PLUS™ Professional).
4. Adobe Acrobat® Reader, download available at no charge.
5. Reliable Internet connection — wireless connections are discouraged for online exams/quizzes.
6. SFASU email account.
7. SFASU Desire2Learn system access (D2L).
8. Compatible browser and computer system.
9. Syllabus and course schedule.
10. Additional topic materials may be assigned (posted in D2L and/or distributed in class).

Navigating the Course

**Syllabus:** Thoroughly read this syllabus to ensure you understand course policies and requirements. Keep a copy of the syllabus and course schedule for reference. Most current version posted in D2L.

**Use of Personal Computers:** Students assume ALL responsibility for personal computer operating condition and personal Internet connection functionality. Based on experience with online course materials, a high-speed Internet connection (cable, DSL, FIOS, etc.) is strongly recommended. Technical difficulties with a student’s personal computer and/or Internet connection are beyond the University’s control and are NOT a valid reason for a “make-up” on any course activity. Students are responsible for ensuring personal computers meet D2L requirements and that personal computers and Internet connections function properly to meet course deadlines.

**Using D2L:** Learn how to use D2L as soon as possible. Most online issues are overcome through familiarity with the systems. Enrollment in the course implies each student possesses basic computer skills and knowledge of navigating through online information and websites. This includes, but is not limited to, logging into the course, navigating course materials, uploading assignments, posting to discussions, collaborating with group tools, and taking exams/quizzes. Students must be able to use their SFA email account to contact the professor and send file attachments, if needed. Go to [https://d2l.sfasu.edu](https://d2l.sfasu.edu) to access the course. Relevant announcements, course material and grades will be posted in the D2L course.

For technical issues, **contact the Technical Support Center (TSC) Help Desk immediately** (for example, “D2L seems to be down and I need to take a quiz.”). The Help Desk has previously encountered and resolved various issues for students.

If you experience a content issue, **email the professor immediately** (e.g. “I can’t access Module 2”). This is for your protection and not only provides documentation of the issue but also helps to resolve it as quickly as possible. The Help Desk does not have access to open content.

If you do experience a problem, first and foremost, do not panic. Usually, issues are easily resolved, and the professor will work to resolve any as quickly and fairly as possible.
Attendance and Participation
Attendance and participation are expected at all class meetings. **Students are requested to not come and go during class except for emergency reasons.** If departure is necessary, please be as unobtrusive as possible. An absence or tardy may be "excused" only if it is for a reason acceptable to the professor (for example, job interview or business trip) and acceptable written documentation is provided prior to the absence. Minor illnesses, car trouble, malfunctioning alarm clocks, and most other reasons are **NOT** acceptable reasons for an absence to be "excused."

When you are in class, please do not distract the class with inappropriate activities. If you must ask if it is inappropriate, it probably is. This includes texting or any type of electronic communication on your phone or any other device. If activities distract others, you may be asked to leave class.

ORGANIZING

Course Format
Lesson modules are conducted using the textbook, assignments, activities, additional readings, videos, and/or cases, which are presented during class and through D2L. Students must complete quizzes, exams, and other assignments by the due dates in the course schedule or announced in class/D2L.

Event Timing
All times for this course are in US Central Time. Check times and dates carefully (see course schedule). Many tasks have a No Later Than (NLT) deadline which means students can complete the task any time between when the task is made available and the deadline. Students should feel free to work ahead especially regarding reading the textbook. Some tasks, such as exams, have a very specific availability period. Late work is not accepted, thus plan accordingly.

Course Withdrawal and Attendance
The professor does not drop students from the course. If a student decides it is necessary to drop the course, follow the relevant guidelines of the University. As long as you are actively participating in the course (e.g. attending the course, taking quizzes/exams, participating in discussions, etc.) and you follow the University’s withdrawal procedures, students can withdraw with a W during the W/WF signature period. Students who withdraw who are not actively participating may receive a WF.

Assignments and Evaluation
Exams (EX): Three examinations primarily consist of multiple-choice questions, but may also include true/false, matching, short answer, and/or essay questions. Exams cover class lectures and discussions, assignments, assigned readings, and other materials in the course (i.e. handouts/slides, guest speakers, in-class activities, case studies, quizzes, videos, etc.). Everything related to the course is testable.

Course exams are designed to test more than basic knowledge. Most questions challenge you not only to remember what was covered in the course materials but also to test your understanding and application of the material. Do not underestimate time required to prepare for exams. Exams are “closed book” with strict time limits. Bring personal calculator, scantron, and pencil to each exam.

Exam Make-up Requests: Contact the professor immediately if you believe you will miss an exam. Make-ups are possible only if the absence is for a university excused absence and arrangements are made in advance (a possible exception is absences due to an emergency). Once tests are returned to the class, make-up exams will not be given. **The final exam will not be given prior to the official scheduled time assigned by the University.**
ORGANIZING (continued)

Assignments and Evaluation (continued)

In-class Activities / Quizzes (QZ): Students take quizzes in D2L related to chapter topics and assignments. These quizzes may include multiple-choice, true/false, matching, and/or short answer questions. Students should thoroughly read and review each chapter and related assignments before taking a quiz. Online quizzes are “open book,” however, time limits are placed on quizzes, and it is unlikely every answer can be found in the text/notes. Students should prepare for the quizzes as if they are “closed book” like exams. Instructions for taking each quiz will be available on the quiz when open in D2L. Late quizzes are not accepted.

NOTE: If you have technical problems during a quiz, please contact the Help Desk immediately and send the professor an email. The Help Desk can document the issue and possibly help you correct PC settings (see “Use of Personal Computers”). The techs will try to determine what has occurred (caused by: student’s ISP, our ISP, D2L, student trying to access other websites during the quiz/exam, etc.) and will advise me of the outcome if any further action is required. Subsequently, once the detailed information from the Help Desk is provided, a determination will be made whether a quiz is reset based on that information, University policy, applicable law, and past practice.

In-class Activity/Quiz Make-up: There will be no make-ups for in-class activities or quizzes unless they comply with University policy (e.g. severe weather, official university activities, etc.). Those will be resolved on a case-by-case basis.

Team Homework (HW): Problem sets (primarily quantitative) are completed by teams for a team grade. Teams will be formed by the second week of class (4-5 students per team). Each team is collectively responsible for solving homework problems. Each assignment requires a collective effort by all team members and culminates in a single, joint submission. (See *Note below).

* Note: An individual’s grade for team assignments is subject to reduction based on peer evaluations. A peer evaluation average for each student is calculated for the semester.

For example, an individual’s grade with the specific data below is calculated as follows.

<table>
<thead>
<tr>
<th>Possible Team Homework Points</th>
<th>200 pts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall team grade (160 pts out of 200 pts)</td>
<td>160 pts</td>
</tr>
<tr>
<td>Individual student’s average peer evaluation</td>
<td>$x \times 80%$</td>
</tr>
<tr>
<td>Individual student’s grade on the team assignments</td>
<td>128 pts</td>
</tr>
</tbody>
</table>

Each group is expected to submit their own original work. Files and solutions should not be shared with anyone outside the official course group. If the instructor determines files are shared, at a minimum, all members of every group involved will receive a zero (0) for the assignment. Any such sharing is considered a violation of the Academic Integrity policy (see below).

Student Responsibility and Time Requirements: Students should attend class prepared to discuss assigned readings. Attendance is not mandatory but missed in-class activities cannot be made up and not hearing lectures/taking notes puts your team at a disadvantage on homework assignments. Students have significant weekly reading assignments and assignments. These activities average at a minimum 6 hours of work each week to prepare outside of classroom hours. Weeks with team homework assignments may require more time out of class.
ORGANIZING (continued)

Assignments (continued)

Team HW Submission Guidelines

- Submissions must be uploaded to D2L before the deadline.
- Late submissions are not graded/reviewed.
- Formatting includes:
  - Typed in Calibri 11 point font to print at 100% on 8 ½ x 11 paper
  - Header with Group Number/Name and Team Member Names in alphabetical order by last name (see example)
  - Footer with assignment, course with section, and page numbers (see example)
- Show calculations required to arrive at the answer. Do not just provide the final answer.
- Explanations should use proper grammar and appropriate business communication practices.
- Charts/diagrams must be created electronically and appear in correct order within submission.
- Tables should not split across pages unless table is more than one page in length.
- Each answer should be in order, concise, and labeled with final answer in bold font (make it easy for professor to find your answer when grading).
- If a hard copy is requested, multi-page submissions should be stapled.
- Handwritten submissions are not graded/reviewed.
- Do not include assignment questions. Number your answers to match the original assignment.
- Points are deducted for deviations from these guidelines.

Process to Terminate Team Members: If a team member (employee) is not performing to the group’s expectation (i.e. does not attend meetings, does not provide requested material, etc.), then the team may terminate that person’s employment. Following steps must be followed to “fire” a team member:

1. There must be unanimous agreement by all team members for terminating the student (all team members refers to every team member except employee being terminated).
2. The team schedules a team meeting (can be regular team meeting time) to discuss the employee’s lack of satisfactory performance face-to-face with the individual and provides that employee with a “notice of unsatisfactory performance” that includes specific written evaluation of what performance/behavior is lacking (the written notice/evaluation must be signed and dated by all other team members). Professor has examples if needed.
3. A copy of the notice (signed and dated) must be submitted to the professor the same day it is presented to the employee (except weekend/holiday).
4. After an unsatisfactory performance notice is presented to an employee, employee has seven calendar days to respond and/or correct the performance/behavior.
5. If the team is not satisfied with the response in Step 4, a final written notice indicating the team is terminating the employee should be given immediately to the employee (the final notice must be signed by all remaining team members).
6. A copy of the final notice (signed and dated) must be submitted to the professor the same day.

Team members cannot be given a “notice of unsatisfactory performance” after March 12, 2019.

For a student terminated from a team, if no other team is willing to hire the student, then the terminated student must complete all remaining team assignments on an individual basis or lose all homework points for the semester. Terminated employees will still be evaluated on homework performance up to the termination date.
LEADING

Student Responsibilities

1. Commit to excellence in your educational pursuit.
2. Refer to syllabus and course schedule throughout the semester.
3. Read assigned materials as early as possible each week to better prepare for completing course tasks. The textbook generally provides a good overview of topics.
4. Print handouts in D2L and take notes during class. Lectures provide additional detail and explanation of topics.
5. Complete all assignments by deadlines.
6. Daily check SFASU student email and D2L Course News and the course updates list.
7. Send email to professor from SFASU student email only.
8. Communicate with relevant parties about missing group meetings, class absences, late arrivals, etc.
9. Don’t expect instant email response. Email usually answered within 24 hours or less (Monday-Friday). If response not received after 48 hours, please resend message in case it was blocked (see #7).
10. Professor does not drop students from course. Students are responsible for withdrawal following University policies and procedures, if unable to complete the course.

Professor’s Expectations

1. Students are expected to prepare for learning:
   a. Read chapters and review any online materials before class.
   b. Weekly expect to spend a minimum of 2 hours outside of class for every hour of class (6 hours of preparation and study for a 3 credit hour course).
   c. Do not underestimate time required to complete, type and format assignments
   d. Do not underestimate time required to prepare for exams.
2. Complete Team Homework individually before working with team.
   a. Meet “live” to create final submission.
   b. Proofread your document – accuracy and formatting do count.
   c. Provide a final copy to each team member to have in class while reviewing assignments.
3. Arrive before class start time. If late arrival is unavoidable, be discreet upon entering the room. If you must miss class, inform the professor in advance by e-mail.
4. Early departures should be the exception. Inform professor in advance and leave without disruption.
5. Attend class appropriately dressed.
6. Treat classroom furniture and equipment with respect. Use care when consuming beverages (lid on container).
LEADING (continued)

**Student Behavior (University Policy 10.4)**
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at [http://www.sfasu.edu/policies/student-code-of-conduct_10.4.pdf](http://www.sfasu.edu/policies/student-code-of-conduct_10.4.pdf)). Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc.

The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

Any disrespectful or disruptive behavior – including, but not limited to: sleeping, reading, side discussions, overt disruptions, harassing behavior (face-to-face, online, or via email), etc. – may result in dismissal from the class, and/or a referral to the Office of Student Conduct.

**Responsible use of technology:** It is expected that students only utilize cell phones, laptops/tablets, MP3 players, or other technology outside of class time. Answering a phone, texting, listening to music, or using a laptop for matters unrelated to the course may be grounds for dismissal from class or other penalties. See **Student Behavior (University Policy 10.4)** below.

**CELL PHONES (read this TWICE please).** There are NO cell phones permitted to be out or in my (or your) sight during class. This class requires your engagement, and cell phones serve to detract from that engagement. Additionally, your phone should be not only put away, but on “silent” (NOTE: vibrate is NOT silent). If your phone is out and/or in sight, you will be asked to put it away, and you will lose professionalism points off of your FINAL grade.

**Contacting the Professor**
**Appointments:** If students want to meet, it is best to make an appointment via email. Making an appointment ensures availability to meet specifically with a student and anyone else will be asked to wait. Other responsibilities may require being away from the office during office hours. Arrangements to meet with students most days can be made, if an appointment is requested far enough in advance.

**Email:** Email is the only way to ensure a message is received. Only use your SFA student email account (no personal/business accounts or D2L email). Non-student email accounts may not receive a reply. Generally, expect a response within 24 hours Monday through Friday (usually less). Emails sent over the weekend/holidays are answered the next business day. Please be patient. If a response is not received after 48 hours, please resend message in case it was blocked.

Include course number (**MGT 371-004** or **MGT 371 TR 12:30pm**) and descriptive subject line. For example, “MGT 371-001 - Question 3a on Team HW 1.” This allows faster message sorting to respond to students as quickly as possible.

Use email regarding missing class or making appointments. Contact via phone should be used as a last resort if SFA email is inaccessible. The professor may not be able to take a call immediately even during office hours. For specific questions, please email for a direct response. This is especially important regarding assignment or course requirement clarification as well as grades. If warranted, an announcement may be posted to the course if the information requested is relevant to all students.
LEADING (continued)

Contacting the Professor (continued)

Email (continued):

Example Email – Appointment Request
To: rogerspp@sfasu.edu
From: ImaStudent@sfasu.edu
Subject: MGT 371 TR 12:30pm - Appointment Request
Date: February 7, 2019

Good afternoon Dr. Rogers,

Is an appointment Tuesday, February 12 at 2:00pm available to discuss my grades?

Sincerely,
First name Last name

Example Email – Course Policy/Procedure Clarification
To: rogerspp@sfasu.edu
From: UraStudent@sfasu.edu
Subject: MGT 371-004 - Question about Team Homework
Date: January 24, 2018

Good morning Dr. Rogers,

Two questions about Team HW:
   1) Does this mean I must interact with other human beings on HW assignments?
   2) Are there resources for learning to work well with others?

Sincerely,
First name Last name

Students with disabilities: To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building Room 325, 468-3004 / 468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.

Withheld Grades Semester Grades Policy (5.5): Ordinarily, at the discretion of the instructor of record and with the approval of the academic chair/director, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F. If students register for the same course in future terms the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the GPA.
CONTROLLING

Course Updates/Changes
Students continuing in the course accept the requirements as outlined in this syllabus. Students are accountable for observing course requirements and policies including any updates made in class, on D2L, or via email. Changes are sometimes necessary to help students. In effect, the professor reserves the right to figure out better ways to help guide student learning by making changes, if the situation warrants. While every attempt is made to provide an accurate overview of the course, circumstances and events may make it necessary to modify the course during the semester. Any changes to the course are at the discretion of the professor with advance notice during class and/or via electronic communications (D2L, email, etc.).

Obviously, the better students perform course tasks, the more students receive, particularly when considering grades. The time to decide whether to stay in the course is now, not later. Carefully assess what is required in this course and decide accordingly.

Academic Integrity (4.1)
Honesty is a fundamental precept in all academic activities. Academic misconduct in any form is contrary to the purposes and functions of the University and is therefore unacceptable. Students have a special obligation to observe the highest standards of honesty.

Abiding by university policy on academic integrity is a responsibility of all university faculty and students. Faculty members promote academic integrity in multiple ways including instruction on the components of academic honesty, as well as abiding by university policy on penalties for cheating and plagiarism.

Academic Dishonesty
Academic dishonesty includes both cheating and plagiarism.

Cheating includes but is not limited to (1) using or attempting to use unauthorized materials on any assignment or exam; (2) falsifying or inventing any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism.

Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include but are not limited to (1) submitting an assignment as if it were one's own work when it is at least partly the work of another; (2) submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or (3) incorporating the words or ideas of an author into one's paper without giving the author credit.

Penalties may include but are not limited to reprimand, no credit for the assignment or exam, resubmission of the work, make-up exam, failure of the course, or expulsion from the university. Incidents will be dealt with per university policy. Please read the complete policy at http://www.sfasu.edu/policies/student_academic_dishonesty.pdf.

As indicated above, a student who aids cheating/plagiarism (including failure to take reasonable steps to prevent copying) is as guilty as the cheater.

Reminder: Unless otherwise specified by the instructor, students may collaborate on homework only with their official team members and NOT members in other groups or sections. Cross-group collaboration will be considered an incident of cheating.
CONTROLLING (continued)

Evaluation and Grading
Grades posted in D2L are unofficial. Official grades are kept in a secure location. Official grades and D2L grades should be equivalent. Please contact the professor as soon as possible to discuss discrepancies. The goal is to resolve any issue as soon as possible during the semester rather than after the course ends.

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Possible Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1 (EX1)</td>
<td>200</td>
</tr>
<tr>
<td>Exam 2 (EX2)</td>
<td>200</td>
</tr>
<tr>
<td>Exam 3 (EX3)</td>
<td>200</td>
</tr>
<tr>
<td>Team Homework (Best 8 x 15pts)</td>
<td>120*</td>
</tr>
<tr>
<td>Quizzes (Best 8 x 10pts)</td>
<td>80</td>
</tr>
<tr>
<td>TOTAL Possible Points</td>
<td>800**</td>
</tr>
</tbody>
</table>

* Note: An individual's grade for the team assignments is subject to peer evaluations (see above).

** Note: Final grade may be reduced by up to 10% for a lack of professionalism.

A primary purpose of completing a business degree is to prepare graduates to work as professionals in different types of organizations. Therefore, it is crucial students learn to conduct themselves professionally as described below. If a student is not exhibiting an appropriate level of professionalism, a meeting with the professor will be scheduled to address the issue. If a lack of professionalism persists, up to 10% may be deducted from the student's final course grade.

Final Grades and Description
Course grade is calculated as a percentage of the total possible points with the following scale applied:

A 720 to 800 – Your supervisor would be impressed and remember you for promotion opportunities.
B 640 to 719 – Your supervisor would be satisfied and consider your work adequate.
C 560 to 639 – Your supervisor would be disappointed and begin to watch your work habits.
D 480 to 559 – Your supervisor would be troubled by the poor quality of work or by the sloppiness and would not consider you for any promotion; probably place you on probation.
F 479 and below – Your supervisor would look for someone to replace you; your work habits do not merit a paycheck nor meet the standards of the organization.

Course grades are calculated using a point system, not a percentage (i.e. no rounding).
Professionalism (or How to be Successful in this Class)

Professionalism – n. the skill, good judgement, and polite behavior that is expected form a person trained to do a job well.

1. Know course requirements and professor’s expectations.
2. Read material before class to create more productive, interactive class sessions and improve learning.
3. Arrive early and be ready to start class on time.
4. Plan to attend the entire class period and participate.
5. If a student chooses not to attend class, it is recommended the student drop the course and take at a more convenient time.
7. Bring necessary course materials: handouts, paper, pencil, calculator and personal notes.
8. Contact your instructor with questions regarding the material or course.
9. Take notes during class. Add to those notes based on assignments, activities, videos, and discussions.
10. Create and send professional emails to professor and other students.
11. Notify professor via email regarding absences or late arrival/early departure.
12. Be in a positive frame of mind for class; becoming interested in topics covered improves learning and retention.
13. Network with classmates for study groups or at least be able to ask each other questions about class.
14. Schedule dedicated time each week to work on this course.
15. No food allowed during class; this includes snack foods. You may have a beverage but containers should have lids.
16. When responding to classroom questions, please do not interrupt others; take your turn.
17. Dress appropriately for a professional setting. Pay special attention to days when guests are present or for presentations.
18. Act professional, and you will be treated as one.

Act Professional and You Will Be Treated As One

It is useful to avoid common mistakes in the professor-student relationship.

(1) Do not ask for a deal. Each semester a student asks for a deal not available to all students (e.g. exam retake or extra points at semester’s end). It is unethical to ask for points that were not earned and speaks poorly of the student’s integrity and the professor’s, if granted. If a bonus opportunity is available, everyone will know because it will be offered to the entire class.

(2) Do not ask to take an exam which was missed during the time offered. Such a request is unfair to other students who made sure to meet the schedule. See Exam Make-up Requests for exceptions.

(3) Do not ask to extend deadlines for homework or quizzes, because you (or your team) missed the deadline. Honoring such a request is unfair to other students unless there is a documented emergency that prevented task completion. Exams are limited, however, Homework and Quizzes are not considered limited as you have a week (or more) to complete them. If there is a delay with posting a file or other information, then deadlines will be extended accordingly.
### MGT 371 – Course Schedule – Spring 2019

<table>
<thead>
<tr>
<th>Dates</th>
<th>Assigned Reading</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 22</td>
<td>Chapter 1 – Operations and Productivity</td>
<td></td>
</tr>
<tr>
<td>Jan 24</td>
<td>Module A – Decision-Making Tools</td>
<td></td>
</tr>
<tr>
<td>Jan 29</td>
<td>Module A – Decision-Making Tools</td>
<td></td>
</tr>
<tr>
<td>Jan 31</td>
<td>Chapter 5 – Design of Goods and Services</td>
<td></td>
</tr>
<tr>
<td>Feb 5</td>
<td>Chapter 4 – Forecasting</td>
<td></td>
</tr>
<tr>
<td>Feb 7</td>
<td>Module A – Decision-Making Tools</td>
<td></td>
</tr>
<tr>
<td>Feb 12</td>
<td>Chapter 7 – Process Strategy</td>
<td></td>
</tr>
<tr>
<td>Feb 14</td>
<td>Chapter 9 – Layout Strategies</td>
<td></td>
</tr>
<tr>
<td>Feb 19</td>
<td>Chapter 9 – Layout Strategies</td>
<td></td>
</tr>
<tr>
<td>Feb 21</td>
<td>Supplement 7 – Capacity and Constraint Management</td>
<td></td>
</tr>
<tr>
<td>Feb 26</td>
<td>Chapters: 1, 4, 5, 7, S7, 9 and Module A</td>
<td>EXAM 1</td>
</tr>
<tr>
<td>Feb 28</td>
<td>Chapter 8 – Location Strategies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Module B – Linear Programming</td>
<td>Team HW #4 (Mod B)</td>
</tr>
<tr>
<td>Mar 5</td>
<td>Module B – Linear Programming</td>
<td></td>
</tr>
<tr>
<td>Mar 7</td>
<td>Chapter 10 – Human Resources, Job Design, and Work Measurement</td>
<td>Team HW #5 (Chapter 10)</td>
</tr>
<tr>
<td>Mar 12</td>
<td>Chapter 10 – Human Resources, Job Design, and Work Measurement</td>
<td></td>
</tr>
<tr>
<td>Mar 14</td>
<td>Chapter 2 – Operations Strategy in a Global Environment</td>
<td></td>
</tr>
<tr>
<td>Mar 21</td>
<td>Spring Break</td>
<td></td>
</tr>
<tr>
<td>Mar 26</td>
<td>Chapter 12 – Inventory Management</td>
<td></td>
</tr>
<tr>
<td>Mar 28</td>
<td>Chapter 13 – Aggregate Planning</td>
<td>Team HW #6 (Chapter 12)</td>
</tr>
<tr>
<td>Apr 2</td>
<td>Chapter 13 – Aggregate Planning</td>
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<tr>
<td>Apr 4</td>
<td>Chapters: 2, 8, 10, 12, 13 and Module B</td>
<td>EXAM 2</td>
</tr>
<tr>
<td>Apr 9</td>
<td>Chapter 14 – Material Requirements Planning and ERP</td>
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<tr>
<td>Apr 11</td>
<td>Chapter 6 – Managing Quality</td>
<td></td>
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<tr>
<td>Apr 16</td>
<td>Supplement 6 – Statistical Process Control</td>
<td></td>
</tr>
<tr>
<td>Apr 18</td>
<td>Chapter 3 – Project Management</td>
<td>Team HW #8 (Supp. 6)</td>
</tr>
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<td>Apr 30</td>
<td>Chapter 3 – Project Management</td>
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<td>May 2</td>
<td>Chapter 6 – Managing Quality</td>
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<tr>
<td>May 7</td>
<td>Chapter 15 – Short-term Scheduling</td>
<td></td>
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<tr>
<td>May 9</td>
<td>Module D – Waiting-Line Models</td>
<td></td>
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<td>May 16 (Thurs)</td>
<td>Chapters 3, 6, S6, 14, 15 and Module D</td>
<td>EXAM 3 ** (10:30am to 12:30pm)</td>
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</table>

**The final exam will not be given prior to the official scheduled time assigned by the University.**