Description of Course Content: This course is an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for achieving effective operations in both goods-producing and service-rendering organizations. Topics include operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control, quality assurance, and project management. The topics are integrated using a systems model of the operations of an organization.

Student Learning Outcomes: This course covers multiple subjects involving qualitative and quantitative methods. After material is presented in class, students are to demonstrate their knowledge by being proficient in the following tasks.

- apply appropriate forecasting methodologies.
- analyze production planning problems.
- apply appropriate methodologies for making inventory decisions.
- analyze an operations process and recommend improvements.
- apply appropriate methodologies to schedule work or people.
- apply appropriate techniques for managing quality.

Textbooks and Other Course Materials:


2. (Required) Course pack (instructions to purchase will be provided in class)

3. (Required) Littlefield Simulation (instructions to purchase will be provided in class)

4. Lecture notes will be posted on Canvas. Check the course website periodically for new materials.
**Descriptions of Major Assignments and Examinations:** The full course grade will be determined as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points Possible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Write-ups</td>
<td>20</td>
</tr>
<tr>
<td>Littlefield Simulation</td>
<td>15</td>
</tr>
<tr>
<td>Homeworks</td>
<td>15</td>
</tr>
<tr>
<td>Midterm</td>
<td>20</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30</td>
</tr>
</tbody>
</table>

**Total Possible** 100

Detailed specifications regarding requirements and grading standards will be posted in the Canvas course portal.

**Grading:** Points earned and accumulated will be used in the following grade calculation:

<table>
<thead>
<tr>
<th>Points Earned</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>A</td>
</tr>
<tr>
<td>80-89</td>
<td>B</td>
</tr>
<tr>
<td>70-79</td>
<td>C</td>
</tr>
<tr>
<td>60-69</td>
<td>D</td>
</tr>
<tr>
<td>59 and Below</td>
<td>F</td>
</tr>
</tbody>
</table>

Grades are earned based on performance, not given based on effort or need. Your grade represents your performance in this course, not your potential as a student or as a human. If you feel an error has been made in the calculation of your grade, you may contact the instructor via e-mail. Grades are otherwise non-negotiable.

**Canvas Course Portal:** Canvas is the online content management utility for courses at UTA. Course announcements, assignment instructions, and assessments will be available on the Canvas portal for this class. Each student is responsible for establishing access to the Canvas course portal and for contacting the UTA Help Desk as needed to resolve any technical problems with Canvas. Students should use the Canvas portal to initiate any e-mail communication with the Instructor, as this will cause your course number and section number to be displayed in the subject line of the e-mail message.

**Course Schedule and Due Dates:** Examinations, assignments, and due dates will be provided on the Canvas page. The instructor reserves the right to modify the Course Schedule, course content, and point values associated with graded components as needed in response to events that occur during the semester. Any such changes will be discussed during class meetings. It is the student’s responsibility to be aware of these changes.
Course Topics

What is Operations Management?

Process Analysis – Related Case: Kristen’s Cookie Company

Variability in Processes

Problem Diagnosis – Related Case: Donner Company

Forecasting

Inventory Management – EOQ Model

Inventory Management – Newsvendor Model

Waiting in Line – Related Case: UHS: Walk-in Clinic

Littlefield Simulation – Setup and Review

Linear Programming

Revenue Management

Supply Chain Management – Related Case: Barilla

Supply Chain Coordination – Related Case: Hamptonshire Express

Assignment Deadlines and Late Submissions: Homework assignments and project deliverables are due to be submitted at the start of the class meeting on the scheduled due date. Late submission of homework and project deliverables will not be accepted.

Make-Up Exams: Make-up exams are not available in this course. Exceptions will be applied to special circumstances such as (a) conflicts with participation in University-sponsored events, or (b) military service obligations.

In those rare cases, the conflict must be communicated to the Instructor via UTA e-mail in advance of the time slot scheduled for the exam. At the Instructor’s discretion, the make-up mechanism may be (a) double-counting the number of points earned on the next scheduled exam, (b) a different exam from the one administered on the scheduled date, or (c) an individual case study or research paper assignment.
Documentation of circumstances requiring a make-up exam will be required, and misrepresenting such circumstances is a violation of the University’s Academic Integrity policy.

**Expectations for Out-of-Class Study:** A general rule of thumb at UTA is that for every credit hour earned, a student should spend 3 hours per week working outside of class in a 16-week Fall or Spring semester course. Hence, a 3-credit course would have a minimum expectation of 9 hours of reading, study, etc. Accordingly, in addition to the time required to attend each class meeting, students enrolled in this 3-credit course should expect to spend an average of at least 9 hours per week of their own time in course-related activities. This would include reading the required materials, completing assignments, preparing for exams, working on team projects, etc.

**Work outside of class:** Exams and homework assignments are to be completed by each student individually. You are not to collaborate with (or receive assistance from) anyone else on these assignments. Written case analyses and Littlefield simulation are to be completed as a group work.

**Written case analyses:** Each group must turn in two case analyses. For each case analysis, I will provide a list of questions to guide your analysis and formatting guidelines (page limit, font size, etc.). Concentrate explicitly on these questions and provide a rigorous analysis and/or discussion without exceeding the page limit. Answers will sometimes be conceptual, will sometimes require “crunching numbers,” and sometimes will require both. Please do not make broad generalizations or unjustified decisions. The quality of your analysis will be judged almost solely on the reasons and the depth of thought behind each decision or answer, and very little on the answer itself. For managerial decisions, please try to present the whole picture, the pros and cons of your decision. In other words, do not try just to “sell” your decision. Write in a concise manner and use diagrams and tables where appropriate. Do not provide a review of the case at the beginning of the analysis.

**Groups:** Your group will be responsible for completing the written case analyses (only one copy is needed from each group). It is common practice for groups to divide tasks among group members in order to complete the assignment. There is no problem with this “process design,” and it often is more efficient. However, it is critical that if this is done, each group member must understand exactly what the others have done. Otherwise, certain group members will be prepared well for class discussion and for the exam.

**Homework:** Homework must be done individually, without any help from any other person. The homework questions also serve as a practice to the final exam.

**Final exam:** The details for the final exam will be announced in the class. The majority of the exam will cover quantitative materials related to process analysis, waiting line analysis, inventory management, and supply chain management, but a significant fraction will also cover questions on basic concepts from the cases and other topics we have discussed in class.

**Drop Policy:** Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to
drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. Students will not be automatically dropped for non-attendance. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (http://www.uta.edu/ao/fao/).

Disability Accommodations: UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA), and Section 504 of the Rehabilitation Act. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

The Office for Students with Disabilities, (OSD) www.uta.edu/disability or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability.

Counseling and Psychological Services, (CAPS) www.uta.edu/caps/ or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

Non-Discrimination Policy: The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit uta.edu/eos.

Title IX Policy: The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. For information regarding Title IX, visit www.uta.edu/titleIX or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or jmhood@uta.edu.

Academic Integrity: Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:
I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence. I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System Regents’ Rule 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University.

**Student Feedback Survey:** At the end of each term, students enrolled in classes categorized as “lecture,” “seminar,” or “laboratory” shall be directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit [http://www.uta.edu/sfs](http://www.uta.edu/sfs).

**Final Review Week:** A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabus. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

**Student Support Services:** UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at [www.uta.edu/resources](http://www.uta.edu/resources).

**The English Writing Center in the UTA Central Library (411LIBR):** Hours are 9 am to 8 pm Mondays-Thursdays, 9 am to 3 pm Fridays and Noon to 5 pm Saturdays and Sundays. Walk In Quick Hits sessions are available during all open hours Mon-Thurs. You can register and make appointments online at [http://uta.mywconline.com](http://uta.mywconline.com). Classroom Visits, Workshops, and
advanced services for graduate students and faculty are also available. Please see www.uta.edu/owl for detailed information.

Other Library Resource Information:

Library Home Page  http://www.uta.edu/library
Subject Guides  http://libguides.uta.edu
Subject Librarians  http://www.uta.edu/library/help/subject-librarians.php
Database List  http://www.uta.edu/library/databases/index.php
Course Reserves  http://pulse.uta.edu/vwebv/enterCourseReserve.do
Library Tutorials  http://www.uta.edu/library/help/tutorials.php
Connecting from Off- Campus  http://libguides.uta.edu/offcampus
Ask A Librarian  http://ask.uta.edu

The following URL houses a page where we have gathered many commonly used resources needed by students in online courses: http://www.uta.edu/library/services/distance.php.

The subject librarian for your area can work with you to build a customized course page to support your class if you wish. For examples, visit http://libguides.uta.edu/os and http://libguides.uta.edu/pols2311fm.

Emergency Phone Numbers: In case of an on-campus emergency, call the UT Arlington Police Department at 817-272-3003 (non-campus phone), or 2-3003 (campus phone). You may also dial 911. For non-emergencies, contact the UTA Police Department at 817-272-3381.

The UT Arlington Police Department is available to escort students and faculty members from buildings on the campus to designated parking areas on request.