MGMT 6312 – Operations and Supply Chain Management

Course Description/Overview

Operations and supply chain management consists of three broad areas that include managing processes, managing customer demand and managing the supply chain. The ability to respond to customer needs at lower cost, higher quality and faster delivery is critical for companies to survive and succeed in a global competitive environment. By integrating operations and supply chain management successfully into their business models, companies such as Toyota (manufacturing) and Wal-Mart (retailing) have shown that operations and supply chain management are critical for the success of an organization.

This course will focus on basic concepts, issues, and techniques for efficient and effective management of operations and supply chain. Both qualitative concepts and quantitative problems will be used to learn in this course. Topics include operations strategy, process strategy, capacity planning, quality management, demand forecasting, inventory management, operations planning, resource planning, lean systems, supply chain design, supply chain logistics and supply chain integration.

Prerequisite Knowledge

MGMT 2331, MGMT 3305, Microsoft Excel

Course Technology

This online course will be delivered using ASU Blackboard and Pearson’s MyOMLab. This course can be accessed at http://blackboard.angelo.edu.

In addition to a competent level of computer and Internet literacy and capability, certain minimum technical requirements must be met to enable you to have a successful learning experience. Please review the important technical requirements and the Web browser configuration information, which is located on the login page of Blackboard and MyOMLab. In other words, check out your computer system to see if it meets the minimal requirements before you begin this course.

1. You must use a recent version of Adobe Acrobat Reader and Adobe Flash Player for MyOMLab. You may be prompted to install Flash or upgrade your current Flash if necessary when you set-up your MyOMLab account. These are already installed in the ASU computer labs. For your own computers, you can download them for free at http://get.adobe.com/reader and at http://get.adobe.com/flashplayer

2. Pop-up blockers must be set to allow pop-ups from Blackboard and MyOMLab. While pop-up blockers are used to prevent annoying advertising messages that pop up on a computer screen during internet surfing, some Web applications (such as Blackboard and MyOMLab) are incompatible with pop-up blockers and do not perform correctly until all pop-up blockers are disabled for these Web applications. Pop-up blockers on university computers must be disabled or reconfigured for MyOMLab as well.
Technical Support

The Technology Service Center (TSC) may be contacted for any technical support by calling (325) 942-2911 or 1-866-942-2911 or by email at helpdesk@angelo.edu

Class Meeting Times

This is an on-line course and students are required to login to Blackboard and MyOMLab to complete all their course work (homework, quizzes, exams, etc.) as per the course schedule. **Note:** It is each student’s responsibility to ensure ahead of time that his/her computer meets all the system requirements for this course (Blackboard, MyOMLab, Software’s, etc.)

Faculty/Instructor Information

Name: Raj Kamalapur, Ph.D.
Title: Associate Professor
Office: RAS 205
E-Mail: raj.kamalapur@angelo.edu
Hobbies: Playing Golf, Tennis, Segway, Music, Travel, etc.

Course Objectives

Learning Objectives:

Upon completion of this course, students will be able to...

1. Understand the strategic role and the importance of operations and supply chain management in creating and enhancing a company’s competitive advantage
2. Understand key concepts in managing processes, managing customer demand and managing the supply chain to meet the needs of end customers
3. Understand impact of globalization on operations and supply chain management to efficiently and effectively meet needs of the end customers
4. Learn and apply analytical and problem-solving skills to analyze the operations and supply chain management problems

Students learning outcomes for this course will be assessed using homework and quizzes from each chapters, along with four exams.

Course Textbook and Required Readings


It is usually preferable to buy ‘MyOMLab Access Code with eBook’ (helps with assignments) instead of buying ‘MyOMLab Access Code with hard copy of textbook’ (however, each student can make their own decision). Also, there is a PDF file explaining how to easily sign up and get access to the course in MyOMLab for all assignments and exams. You can find this PDF file on Course Blackboard with the title MyOMLab Student Registration.
Grading Policies

This course employs the following to measure student learning.

<table>
<thead>
<tr>
<th>Grade Calculations</th>
<th>Percent of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homework (From All Chapters)</td>
<td>20%</td>
</tr>
<tr>
<td>Quizzes (From All Chapters)</td>
<td>20%</td>
</tr>
<tr>
<td>Exams (Total Four Exams)</td>
<td>60%</td>
</tr>
</tbody>
</table>

On-going grades for students are available under ‘My Grades’ in the course Blackboard. Note: Scores from MyOMLab to Blackboard are usually updated once every few hours (not real-time).

Angelo State University employs a letter grade system as shown below. Grades in this course are determined on a percentage scale:

- A = 90.0 – 100 %
- B = 80.0 – 89.9 %
- C = 70.0 – 79.9 %
- D = 60.0 – 69.9 %
- F = below 60 %

Class Participation

This course is an on-line 8-week, 3-credit-hour course that, on campus, would require you to attend class for 5 hours per week (Due to the pandemic, this is changed to 7-week semester). You should plan to spend this much time on the course and plus another 8-10 hours each week for reading, learning, working on homework, quizzes, etc. Generally, different students learn differently and may need more time to learn, understand and complete the work. (Compared to 16-week semester, you should plan to work twice as much each week for only half the time for an 8-week semester). Some chapters are longer than others, so plan to spend the appropriate time needed for each chapter. Also, some additional material may be covered in some chapters to add more value to this course. Be sure to read the textbook, review the materials uploaded on Blackboard and work on all questions and problems available in MyOMLab to help you prepare and do well in this course. To succeed in online learning, students need to stay motivated and committed to learning, possess good time management skills to study regularly which will help to complete all assignments on a timely basis.

This on-line course is built on a three-step concept. For each chapter you will
(1) Learn it, (2) Do it, and (3) Check it.

First, you will review and learn the course material (many resources uploaded for each chapter on the course Blackboard). I recommend that you review the PowerPoint slides and chapter learning videos first (uploaded to Blackboard) to gain a general understanding of the material, and then review the chapter from textbook and understand the solved examples. As quantitative problems will be a significant part of the exams, quizzes and homework, spend enough time working and understanding the quantitative problems (many Excel problem solutions are created and uploaded on the course Blackboard to help all students to work on the problems).
Next, you will practice (in MyOMLab) what you have learned with your study plan and homework assignments (concepts and problems). Finally, you will check it (in MyOMLab) by working on the quiz assignments (concepts and problems). You will close the loop by going back to your homework and study plan (if needed) to review and work on areas you need to improve your understanding. This will surely help you gain a good understanding of the material and to do well in this course.

Although this is an online course, it is not a self-paced study. Every other week, homework and quizzes from selected chapters will be assigned (in MyOMLab) and they need to be completed before the due dates. The main purpose of this is to keep the class on the same topics during the given weeks, so that all students in this course will be somewhat together on the homework, quizzes, and any exams during that week. Unless otherwise stated, the homework and quizzes are due by midnight on the due date (to be precise at 11.59 pm).

**Homework**

There will be homework assignments (in MyOMLab) from each chapter. Also, during first week of the class each student needs to provide a brief introduction of themselves on discussion board (more details provided on the course Blackboard). The homework will help you learn and test your knowledge in both areas, i.e. ‘concepts and problems’. The ‘homework concepts’ can be attempted two times and the ‘homework problems’ can be attempted multiple times up until the due date. The highest grade for the homework assignment will be recorded. Note, there are no make-ups or due date extensions for any missed homework assignments.

To help all students, I have created many Excel Problem Solutions (for every chapter), and upload them on the Blackboard. You can use these Excel solutions to solve many homework and quiz problems, and also use them as examples to learn and create your own Excel solutions for other problems. For most of the problems in this course, plan to use Microsoft Excel which will help you save significant amount of time and effort to solve these quantitative problems. In addition, there are excellent resources available for homework problems within MyOMLab to help you learn and answer these homework problems. When you are working on homework problems, and if you need help with that problem, click on the ‘Question Help’ (as shown above) to ‘View an Example’ or ‘Help Me Solve This’. A new pop-up window will open to help you learn and answer this problem (make sure you allow pop-ups for this website.) You can also check your answer (as shown below) to see if your answer is correct. Use all these useful resources to help you learn and complete your homework assignments.
Quizzes
There will be quizzes (in MyOMLab) that cover each chapter’s material. The quiz will test your knowledge in both areas, i.e. ‘concepts and problems’. Each ‘quiz concepts’ can be attempted one time and each ‘quiz problems’ can be attempted two times up until the due date. After first attempt, go back and work on your study plan and homework problems (if needed) before your second attempt. Quiz and homework assignments are representative of exam materials. Note, there are no make-ups or due date extensions for any missed quizzes.

Exams
Four equally-weighted online exams will be given in MyOMLab. In computing your total percentage for exams, one lowest exam score (out of four exams) will be dropped. There are no make-up exams. If you miss one exam, that score becomes your lowest score and is dropped for computing your total percentage for the exams. Exams will be open book and open notes; however you cannot collaborate or take help from anyone else, either in person or using digital medium. You need to take all exams on the given date and time, and you will have one attempt to complete the exam within the allotted time. The exams will consist of multiple-choice questions and quantitative problems. Dates for the exams are listed on the course schedule and more details about exams will be provided on the course Blackboard.

Note: For Quizzes and Exams: ‘Question Help, Check Answer, etc.’ will NOT be available.

Policy on Server Unavailability
Angelo State University is committed to providing a reliable online course delivery system to all users. However, in the event of any unexpected Blackboard server outage or any ASU technical difficulty which prevents students from completing a time sensitive activity, I will extend the due date and provide an appropriate accommodation based on the situation. The accommodations will be made as soon as the ASU IT Department confirms that there was such a problem. Students should email their professor and also email elearning@angelo.edu about any issues related to Blackboard.

Note: This does not apply to individual technical problems that you may encounter with your computer or your network. So it is the responsibility of each and every student to plan ahead and work with a reliable computer and with good Internet connection.

Communication and Response Time
I will upload many course related documents on the Course Blackboard. Communications about your course will be in the form of ASU email and/or announcements on the course Blackboard. Please make sure to check your ASU email and course Blackboard on a regular basis.

Email is the preferred way of communicating with me for this course. I recommend that you include ‘MGMT 6312 On-Line’ in the subject line of all emails sent to me for this course. I will respond to your email questions within one business day. Please make sure to use ASU email account when communicating with me, as I may not respond to other email accounts like Yahoo, Gmail, etc. (as some emails from these accounts may come from unreliable sources).
Missed/Late Work

No late work will be accepted for any reason. An instructor needs to be fair for all students and cannot extend due dates for individual students. Reasonable deadlines have been set to ensure that you have adequate time to complete all assignments during the week, so plan ahead and work regularly, and do not wait until the last day to complete your work.

Extra Credit Work

There is no extra credit work for any individuals. Extra credit work for individuals discriminate against the students who submit their work in good order and on time. Therefore, I do not allow extra credit assignments, unless I do so for the entire class. If you keep up with your regular work each week, there will be no need for extra credits.

Course Policies

Required Use of Masks/Facial Coverings by Students in Class

As a member of the Texas Tech University System, Angelo State University has adopted the mandatory Facial Covering Policy to ensure a safe and healthy classroom experience. Current research on the COVID-19 virus suggests there is a significant reduction in the potential for transmission of the virus from person to person by wearing a mask/facial covering that covers the nose and mouth areas. Therefore, in compliance with the university policy, students in this class are required to wear a mask/facial covering before, during, and after class. Faculty members may also ask you to display your daily screening badge as a prerequisite to enter the classroom. You are also asked to maintain safe distancing practices to the best of your ability. For the safety of everyone, any student not appropriately wearing a mask/facial covering will be asked to leave the classroom immediately. The student will be responsible to make up any missed class content or work. Continued non-compliance with the Texas Tech University System Policy may result in disciplinary action through the Office of Student Conduct.

Academic Honesty and Integrity

Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university Academic Honor Code, which is in both print and web versions of the ASU Student Handbook.

Academic integrity is expected. This includes, but is not limited to, any form of cheating, plagiarism, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do not violate this trust. Violation of academic integrity will result in a failing grade for the course.

It is the professor’s intention to be as fair and impartial as is humanly possible. Therefore, all students will be asked to adhere to the same set of guidelines and rules UNLESS there are disabilities or documented extenuating circumstances that have been discussed with the professor and the Student Life Office. Please make sure you inform the professor as soon as any situation arises. Do NOT wait until the problem is compounded by poor class performance, poor attendance, etc.
Plagiarism

Plagiarism is a serious topic covered in ASU’s Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else’s work, idea, etc., and passing it off as one’s own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality via Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center.

Copyright Policy

Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

Courtesy and Respect

Courtesy and Respect are essential ingredients to this course. We respect each other's opinions and respect their point of view at all times while in our class sessions. The use of profanity & harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, life style, race (ethnicity), religion, etc. violations of these rules will result in immediate dismissal from the course.

Accommodations for Disability

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA), and subsequent legislation.

Student Affairs is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student’s responsibility to initiate such a request by emailing the studentservices@angelo.edu, or by contacting:

Mrs. Dallas Swafford
Director of Student Development
Office of Student Affairs
University Center, Suite 112
325-942-2047 Office
325-942-2211 FAX
Dallas.Swafford@angelo.edu
Title IX

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SAVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manner:

- Online: www.angelo.edu/incident-form
- Face to Face: Mayer Administration Building, Room 210
- Phone: 325-942-2022
- Email: michelle.boone@angelo.edu

Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), 24-Hour Crisis Helpline (325-486-6345), or University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State’s policy please visit: www.angelo.edu/title-ix.

Code of Ethics

Students, faculty, administrators and professional staff of the Norris-Vincent College of Business should always:

- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one’s actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect basic dignity of others by treating them as one would wish to be treated

Student Absence for Religious Holidays

As stated in the Angelo State University Operating Policy and Procedures (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to miss class to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall
be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.

**Grade Appeal Process**

As stated in the Angelo State University Operating Policy and Procedures (OP 10.03 Student Grade Grievances), a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, has experienced inequitable evaluation procedures, or inappropriate grading practices, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the grade appeal process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at:
http://www.angelo.edu/content/files/14196-op-1003-grade-grievance.

**Course Drop**

To view the information about how to drop this course or to calculate the important dates relevant to dropping this course, you can visit http://www.angelo.edu/services/registrars_office/course_drop_provisions.php.

**Incomplete as a Course grade**

As stated in the Angelo State University Operating Policy and Procedure (OP 10.11 Grading Procedures), the grade “I” is given when the student is unable to complete the course because of illness or personal misfortune. For undergraduates, an “I” that is not removed before the end of the next long semester automatically becomes an “F”. A graduate student will be allowed one year to remove a grade of “I” before it automatically becomes an “F”. To graduate from ASU, a student must complete all “I’s”.

**Course Outline**

<table>
<thead>
<tr>
<th>Due Date (HW &amp; Quiz)</th>
<th>MGMT 6312 - Course Schedule (Homework and Quizzes are due by Midnight)</th>
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<tbody>
<tr>
<td><strong>Course Module 1 (Chapters 1, 2, 3)</strong></td>
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<tr>
<td>08/20</td>
<td>Chapter 1 – Using Operations to Create Value Homework (Concepts and Problems) Quiz (Concepts and Problems)</td>
</tr>
<tr>
<td>08/24</td>
<td>Chapter 2 – Process Strategy and Analysis Homework (Concepts and Problems) Quiz (Concepts and Problems)</td>
</tr>
<tr>
<td>08/27</td>
<td>Chapter 3 – Quality and Performance Homework (Concepts and Problems) Quiz (Concepts and Problems)</td>
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<td></td>
<td><strong>Exam 1 - (Chapters 1, 2, 3) Friday 08/28</strong></td>
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<tr>
<td>Date</td>
<td>Course Module 2 (Chapters 4, 6, 8)</td>
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<tr>
<td>09/03</td>
<td>Chapter 4 – Capacity Planning</td>
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<tr>
<td></td>
<td>Homework (Concepts and Problems)</td>
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<td></td>
<td>Quiz (Concepts and Problems)</td>
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<tr>
<td>09/08</td>
<td>Chapter 6 – Lean Systems</td>
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<td>Homework (Concepts and Problems)</td>
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<td>Quiz (Concepts and Problems)</td>
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<td>09/10</td>
<td>Chapter 8 – Demand Forecasting</td>
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<td>Homework (Concepts and Problems)</td>
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<td></td>
<td>Quiz (Concepts and Problems)</td>
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<tr>
<td></td>
<td><strong>Exam 2 - (Chapters 4, 6, 8) Friday 09/11</strong></td>
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<table>
<thead>
<tr>
<th>Date</th>
<th>Course Module 3 (Chapters 9, 11)</th>
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<tbody>
<tr>
<td>09/17</td>
<td>Chapter 9 – Inventory Management</td>
</tr>
<tr>
<td></td>
<td>Homework (Concepts and Problems)</td>
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<td>Quiz (Concepts and Problems)</td>
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<tr>
<td>09/21</td>
<td>Chapter 11 – Resource Planning</td>
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<td>Homework (Concepts and Problems)</td>
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<tr>
<td></td>
<td>Quiz (Concepts and Problems)</td>
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<tr>
<td></td>
<td><strong>Exam 3 - (Chapters 9, 11) Tuesday 09/22</strong></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Date</th>
<th>Course Module 4 (Chapters 13, 14)</th>
</tr>
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<tbody>
<tr>
<td>09/28</td>
<td>Chapter 13 – Supply Chain Logistics</td>
</tr>
<tr>
<td></td>
<td>Homework (Concepts and Problems)</td>
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<td></td>
<td>Quiz (Concepts and Problems)</td>
</tr>
<tr>
<td>10/01</td>
<td>Chapter 14 – Supply Chain Integration</td>
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<td></td>
<td>Homework (Concepts and Problems)</td>
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<tr>
<td></td>
<td>Quiz (Concepts and Problems)</td>
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<tr>
<td></td>
<td><strong>Exam 4 - (Chapters 13, 14) Friday 10/02</strong></td>
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</table>

**Note:** Due to the pandemic, the 8-week semester was changed to 7-week semester. So Course Modules 3 and 4 will have only 2 chapters each. Some chapters are longer than others; so plan accordingly to spend the appropriate time needed to complete your work. Good Luck 😊