



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 3320:901, **Supply Chain & Operations Management**, Fall 2025, CRN:10776

Department of Management and Marketing, College of Business

Course Syllabus (16-Week)

Class Modality:	Face-to-Face
Class Meeting Time and Place:	12:30 PM – 1:45 PM, Wednesday (BLH 266)
Class Duration	08/25/2025 – 12/12/2025
Instructor:	Dr. Vipul Garg Office: 341G (3 rd Floor) Department of Management and Marketing Business/Library Building
Email:	Vipul.Garg@tamusa.edu Student emails will receive a reply within two business days.
Course Website:	https://tamusa.blackboard.com/
Office Hours:	Monday: 1:45PM - 5:15PM Wednesday: 11:30AM - 12:15PM 1:45PM - 2:45PM Additional times are available by appointment via Zoom

Catalog Course Description: A survey of lean, quality, supply chain, and other operations management guiding concepts and quantitative tools utilized to plan, design, and control physical resources/business information to produce/provide goods /services from raw material supplier to end customer. Prerequisite(s): Completion of the College of Business prerequisites, QMBS 2305 Business Statistics I completion is required. TSI Restriction(s): Math

Course Objectives: The objective of the course is to provide a basic understanding of the activities and factors affecting operational decision-making. Focusing on the practical aspects of business,

this course will provide guidelines to analyze problems and find solutions by operations professionals working in a global operations and supply chain management environment.

Student Learning Outcomes: After successful completion of this course, students will be able to:

1. Understand the analytical tools of operations and supply chain management,
2. Describe the best practices of operations and supply chain management in a globalized environment, and
3. Describe the principles of sustainability in operations and supply chain management environment.

Teaching Methodology: The material is primarily presented with a combination of presentations and a case-based discussion format, with dialogue encouraged on the issues. Student preparation of assigned readings and homework prior to class is essential for full participation, comprehension, and participation.

Required Materials:

- **Textbook:** *Operations and Supply Chain Management*, 17th Edition, by Robert Jacobs & Richard Chase **with Connect Access**.
- **Calculator:** Any type of calculator with a basic calculation function.
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have lecture recording, lecture handouts/notes, other supplementary materials, homework/quizzes/projects/exams, and assignments grades/comments/feedback in Blackboard. All class announcements will be through Blackboard. Students should receive an email notification through TAMUSA email, and students should also monitor this several times a day.
- **Computer Hardware:** In order to participate in online sessions, you will need a computer with an internet connection, a microphone and speakers/headphones. To complete the class work, you will need appropriate software installed on the computer.
- **Connect:** Pre-reading SmartBook assignments, Practice Operations Modules, & Final Exam will be administered through Connect. **PLEASE REGISTER IN CONNECT ASAP.**
- Please note that accessing **Connect directly to do assignments may result in grades not transferring into the Blackboard gradebook**. Therefore, please access all assignments through Blackboard. You are responsible for keeping track of your grades in the Blackboard gradebook and notifying me should a grade not appear.
- **Time Expectation for coursework:** You are expected to spend 6-12 hours per week for the course. Based on the background, some students may require more time. Time spent may be longer when assignments/exams are due.

Course Requirements Every Student Must Fulfill in Order to Succeed in This Course:

1. Students should check the Course Calendar, Announcements, and Messages (email) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments and examinations.
3. If the course uses remote proctoring for exams, students must schedule their exams early in the semester.
4. Students should ask questions and communicate with the instructor either in class, online, off-line, or by appointment before or after class.
5. For all classwork, exams, quizzes, etc., if students are completing them off-campus, then they are responsible for the availability of Internet connectivity. **Extensions will not be granted due to the lack of Internet connections.**
6. Students should remember that identified Hybrid and Hyflex courses assume greater responsibility and independent learning skills for their own learning outcomes.

Other Recommended / Reading Materials: Additional reading materials are available on specific websites, as may, from time to time, be recommended by the instructor.

Grading Policy: The final course grade will be based on the student’s performance in the class using the following weights:

Attendance/Participation	11%
SmartBook @ Connect	24%
Mid Term Exam (300 points)	30%
Final Exam (350 points)	35%
Total	100%

Final grades will be distributed according to the following cutoffs. The student will be awarded at least the indicated letter grade if he/she achieves the cutoff percent or higher on all coursework.

Percent	Grade
90.00% of the above	A
80.00% - 89.99%	B
70.00% - 79.99%	C
60.00% - 69.99%	D
59.99% or below	F

Attendance/Participation:

Class meetings are primarily lectures, case teamwork, and group discussion. An upper-level undergraduate course should be a forum where ideas are freely exchanged. The course material will be augmented for certain lessons with handouts and videos discussed in class, which are considered testable material.

I hold you responsible for all material covered during class, including changes to the syllabus, course schedule, and course materials. If you cannot attend the scheduled class time, due to a valid excused absence, be sure to consult with your team members to catch up on the information you missed.

Class attendance is mandatory; and I will call on students or teams by name to answer questions, discuss assignments, and comment on key concepts. Missing these opportunities may reduce your final grade (see participation under Grading). Class participation and attendance can only be made up with a valid medical excuse, an absence approved by the Dean of Students, or a bona fide family emergency.

What do I mean by participation?

- Attending class on a regular basis - (Students will receive a 0.5% reduction in participation points for every unexcused absence)
- Raising and answering questions
- Reading the assigned material prior to class
- Sharing ideas, observations, and personal experiences
- Pointing out relevant data
- Generating potential solutions
- Relating to and synthesizing the ideas of others
- Pointing out relationships to earlier discussions
- Helping others develop their views and ideas
- Not distracting others who are trying to listen or learn

Class participation will affect the case/group presentation grades and your final grade. Points will be based on preparation for class, quality of class input, organization, and conciseness. Half of the points in this area will be based on attendance and half will be based on actual participation. If you do not actively participate, you will not receive any points for this grading element. Please get involved, share your experiences and ideas, and ask questions of the instructor and your classmates. Remember, if you don't understand, it's likely that others don't either.

Students are expected to attend class meetings regularly and abide by the attendance policy established for the course. It is important that you communicate with the instructor and the instructional team prior to being absent, so you, the instructor, and the instructional team can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please inform the instructor and instructional team if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community.

Team Case Analysis/Group Presentations:

Teams will be asked to present their analysis of various supply chain cases through in-class exercises/discussions, written case summaries, and video or in-person presentations. The team's role will include presenting the facts of the case, identifying major issues and problems, generating and evaluating alternative solutions, recommending and justifying a solution, and suggesting an implementation strategy where appropriate.

This presentation/case study analysis will be a group endeavor with five students (subject to change). Presentations should last between 12 and 20 minutes.

Everyone in the class should read prior to coming to class and analyze each case. Active participation from all team members in the analysis is encouraged, but teams may organize as they desire to maximize effectiveness. It is recommended that every team member take an active role to ensure a comprehensive understanding and robust presentation.

SmartBook in Connect:

240 points (12 Assignments x 20 points each): The course includes assignments based on chapters and the content discussed in the class. The assignments will be completed through the SmartBook of Connect (McGraw Hill). Rooted in several learning science principles like spacing, chunking, and interleaving, SmartBook creates mini-cycles of questions that consist of no more than five concepts at a time, creating smaller, easier to absorb “chunks” of content.

Exams: The midterm and final exams, worth 650 points (65% of the final grade), will evaluate your understanding and application of logistics concepts rather than rote memorization. The final exam will be in a quiz format, including multiple-choice, true/false, and quantitative problems, with no essay questions. You will have 90 minutes to complete each exam, and both exams are open books/open notes. However, due to the time constraint, well-organized notes are essential, and you should be familiar enough with the material to rely on something other than your notes. You will only be given one attempt to take the exams.

CAUTION: The timer will automatically start when you open the final exam. The final is open-book and open-note, intended to help you determine how well you have mastered the material. Be

wary of your time restriction. The time limit for the final is based on historical data. There is enough time if you are prepared.

EXTRA CREDIT: Extra credit will be available only if offered to the entire class. Any extra credit opportunities will be announced by Blackboard at least 24 hours in advance.

Note on Class Format and Content: Please be advised that some class sessions may be shifted to an online format via Zoom, and certain lectures could be converted into guest lectures or case studies, depending on various circumstances and educational opportunities. In the event of such changes, students will be notified well in advance to allow for proper preparation. Your flexibility and understanding are appreciated as we work to enhance our course offerings and provide the best educational experience possible.

SCHEDULING DISCLAIMER: The schedule, policies, and assignments contained in this course syllabus are subject to change in the event of extenuating circumstances, class progress, or by mutual agreement between the instructor and the students. Changes will be announced via Blackboard.

COURSE SCHEDULE

WEEK	DAY	TOPIC	READING	Due Date for Smartbook/Exam	TYPE
1	Aug 27	Syllabus and Expectations Supply Chain & Operations Management: An Overview Introduction to Case Process	Ch 1	<i>Connect Orientation Videos</i> <i>Smartbook 2.0 – Student Orientation</i> <i>Application-Based Activity Orientation Videos</i> Due on Sept 2, 2025, at 11:59 PM CST.	In-Class
2	Sept 3	Strategy	Ch 2	<i>Ch 2 SmartBook (Connect)</i> Due on Sept 9, 2025, at 11:59 PM CST.	In-Class
3	Sept 10	Design of Product and Services	Ch 3	<i>Ch 3 SmartBook (Connect)</i> Due on Sept 16, 2025, at 11:59 PM CST.	In-Class
4	Sept 17	Manufacturing Processes	Ch 7	<i>Ch 7 SmartBook (Connect)</i> Due on Sept 23, 2025, at 11:59 PM CST.	In-Class
5	Sept 24	Facility Layout	Ch 8	<i>Ch 8 SmartBook (Connect)</i> Due on Sept 30, 2025, at 11:59 PM CST.	In-Class

6	Oct 1	Service Processes	Ch 9 Case Study – South Beach	Ch 9 SmartBook (Connect) Due on Oct 7, 2025, at 11:59 PM CST.	In-Class
7	Oct 6 - Oct 8	Mid-Term Exam	Ch 1, 2, 3, 7, 8, and 9	Mid-Term Due between Oct 6, 2025, at 12:00AM CST and Oct 8, 2025, at 11:59 PM CST.	Online
8	Oct 15	Quality Management	Ch 12 Case Study - Caledon Concrete	Ch 12 SmartBook (Connect) Due on Oct 21, 2025, at 11:59 PM CST.	In-Class
9	Oct 22	Lean Management	Ch 14 Case Study – Lisa Caruso	Ch 14 SmartBook (Connect) Due on Oct 28, 2025, at 11:59 PM CST.	In-Class
10	Oct 29	Logistics and Distribution Management	Ch 15 Case Study – Westlake Furniture	Ch 15 SmartBook (Connect) Due on Nov 4, 2025, at 11:59 PM CST.	In-Class
11	Nov 5	Global Sourcing and Procurement	Ch 16 Case Study - Cottrill	Ch 16 SmartBook (Connect) Due on Nov 11, 2025, at 11:59 PM CST.	In-Class
12	Nov 12	Internet of Things and ERP	Ch 17	Ch 17 SmartBook (Connect)	In-Class

				<i>Due on Nov 18, 2025, at 11:59 PM CST.</i>	
13	Nov 19	Forecasting	Ch 18	Practice Quiz Due on Nov 25, 2025 at 11:59PM CST.	Online
14	Nov 26	No Class – Thanksgiving Week	-	-	-
15	Dec 3	Final Exam Review	-	-	In-Class/ Office Hours
16	Dec 10	Final Exam	12, 14, 15, 16, 17, and 18	<i>Final Exam Due on Dec 10, 2025, at 11:59 PM CST.</i>	Online

Office Hours & Communication Expectations: Please schedule an appointment during posted office hours when you need one-on-one assistance. Problems, or potential problems, should be addressed before they become major problems. Office hours will be held in-person & virtual via Zoom through appointments. If you need to meet outside of the dedicated office hours or have a general question, message me on Blackboard or at vipul.garg@tamusa.edu. Keep your messages clear, courteous, and short. All inquiries are responded to as quickly as possible, but always within 2 business days.

ANNOUNCEMENTS: Announcements will be made when needed during the term using the ANNOUNCEMENTS tool in BlackBoard. Be diligent and check it daily, or you may miss something important. Only the instructor can post announcements.

ACCEPTABLE STUDENT BEHAVIOR:

1. **Respect and Dignity:** All students must treat each other, as well as the instructor, with respect and dignity. This includes refraining from derogatory comments, insults, and any behavior that may cause distress or harm to others. Discrimination, harassment, or

bullying in any form will not be tolerated. Remember that our classroom is a safe and inclusive space for everyone to learn and grow.

2. **Classroom Conduct:** Disruptive behaviors, such as talking out of turn, using electronic devices inappropriately, or interrupting others during discussions, will not be permitted. Students should not engage in any behavior that disrupts the learning process or hinders the participation of others. Everyone deserves an equal opportunity to learn in a peaceful and productive environment.
3. **Active and Positive Participation:** Students are expected to participate actively and positively in class. This includes listening attentively when others are speaking, contributing thoughtful ideas during discussions, and providing constructive feedback when required. Any attempts to undermine the learning process or to create a negative classroom environment will be addressed appropriately.
4. **Conflict Resolution:** Differences of opinion can occur, but they should always be handled respectfully. If you disagree with a peer or the instructor, articulate your point of view calmly and respectfully, without resorting to personal attacks. Aggressive or confrontational behavior will not be tolerated. If you have concerns or issues, please discuss them privately with the instructor, who will facilitate resolution in a fair and impartial manner.

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at TAMUSA. Students engaging in unacceptable behavior will be directed to leave the classroom. The instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classrooms, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>)

or visit the resources available in the OSRR website (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic-integrity.html>).

Rules of Engagement:

- Treat your instructor and classmates with respect in email or any other communication.
- Always use your professors' proper title: Dr. or Prof.
- Unless specifically invited, don't refer to your instructor by first name.
- Use clear and concise language. No profanity.

- Remember that all college level communication should have correct spelling and grammar.
- Avoid slang terms such as “wassup?” and texting abbreviations such as “u” instead of “you.”
- Use standard fonts such as Ariel, Calibri or Times new Roman and use a size 10 or 12 point font.
- Avoid using the caps lock feature AS IT CAN BE INTERPRETTED AS YELLING.
- Be cautious when using humor or sarcasm as tone is sometimes lost in an email or discussion post and your message might be taken seriously or sound offensive.
- Be careful with personal information (both yours and other’s).
- Do not send confidential information via e-mail

See these Engagement Guidelines (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/student-handbook.pdf>)

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us <https://www.tamusa.edu/Disability-Support-Services/index.html> or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202.

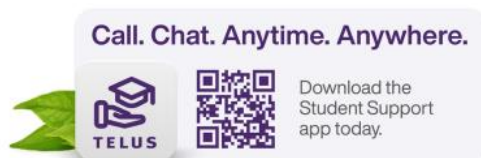
Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to

you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit tamusa.edu/studentcounseling.

Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2').

Additionally, the TELUS Student Support App provides a variety of mental health resources to including support for in the moment distress, an anonymous peer to peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/>.

Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Any student receiving federal financial aid who does not attend by the census date will have their financial aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester, a Care

report will be submitted, and you will possibly be dropped from the class. Your financial aid may have to be recalculated, and a portion of your federal aid may have to be returned to the DoE.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/academics/>.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a CARE referral (<https://www.tamusa.edu/university-policies/Student-Rights-and-Responsibilities/file-a-report.html>) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots’ Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student’s GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as “F” grades and will impact the student’s GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, gender expression, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of

absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

No Use of Generative AI Permitted: MGMT 3320:907 assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity write any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.