



TEXAS A&M UNIVERSITY  
**SAN ANTONIO**

MGMT 3320:904, Supply Chain & Operations Management, Spring 2025, CRN 23979  
Department of Management and Marketing, College of Business

**Course Syllabus**

**Class Meeting Time and Place:** Face-to-Face; Wednesday; Business Hall, Room# 262

**Class Duration:**

7:00 p.m.- 8:15 p.m. 01/21/2025 – 05/13/2025

**Instructor:**

Koorosh Moinvafa

**Office:** Adjunct; By Appointment

**Tel:** 210-859-3580

**E-Mail:** [kmoinvafa@tamusa.edu](mailto:kmoinvafa@tamusa.edu)

**Student emails and/or Blackboard messages will receive a reply within two (2) business days.**

**Course Website:**

<https://tamusa.blackboard.com/>

**Office Hours:**

**Adjunct Faculty:** Available by appointment or before/after class.

**Catalog Course Description:** A survey of lean, quality, supply chain, and other operations management guiding concepts and quantitative tools utilized to plan, design, control physical resources/business information to produce/provide goods/services from raw material supplier to end customer

**Prerequisite:** Successful completion of the business prerequisites. Students who do not meet the prerequisites must contact the instructor immediately. QMBS 2305 Business Statistics I completion is required.

**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 an operations and supply chain management environment.

## Required Materials:

# Operations & Supply Chain MGMNT (RRMCG)

17 Edition, book  
ISBN: 9781266751844

### Required

**Author(s):** F. Robert Jacobs

**Publisher:** McGraw-Hill

**Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have lecture notes, solutions to problems, multimedia materials and other supplementary materials in Blackboard. All class communications will be through Blackboard messages, and students should monitor this several times a day.

**Hybrid Class Guidance and Practices:** The class is intensive and challenging, and students are expected to master the assigned Chapter material and associated Chapter PowerPoint Slides. The nature and structure of this Hybrid class makes the student's individual study and preparation outside of class extremely important. Reading the assigned Chapter material and PowerPoint Slides as well as being familiar with their content before class will be very useful for understanding class lectures. Students are expected to ask questions concerning the assigned Chapter material and related PowerPoint Slides during class. The instructor will identify specific Chapter material and related PowerPoint Slide content that may appear in each of all quizzes and exams, and he will cover only the topical areas mentioned in the respective textbook chapters and associated PowerPoint Slides.

**Time:** In consideration of the nature of a Hybrid course and the content of this sixteen (16) week course, students are expected to spend 18-20 hours per week for this course. Based on individual backgrounds, some students may require more time. Time spent may be longer when assignment/exams are due.

**Recommended / Reading Materials:** Additional reading materials are available on specific websites, as may from time to time be recommended by the instructor. See the title of the book for Book Analysis and the Recommended Outside Reading as found in one of the following sections of this syllabus.

### **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 exam 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 availability of Internet connectivity. Extensions will not be granted for lack of availability of Internet connections.
6. Students should remember that an identified Hybrid course assumes greater student responsibility for the application of independent learning skills for their own learning outcomes.

**Grading Policy:** The final course grade will be based on the student's performance on the attendance and class participation, examinations, book analysis, and outside reading using the following weights:

Attendance	10%
In Class Participation	5%
Quizzes (Two Quizzes in class)	20% (2 @ 10%)
Mid-term Exam (In class)	15%
Final Exam (In class- as per University Schedule)	15%
Discussion Question (in BB)	10% (5 @2%)
Problems	10% (5 @2%)
Case Study (on-line in BB)	10%
Term Paper	5%
TOTAL	100%

The final letter grades will be assigned as follows: Above 90+% ⇒ A; 80 – 89% ⇒ B; 70 – 79% ⇒ C; 60 – 69% ⇒ D; Below 60% ⇒ F.

**Attendance & Class Participation:** Students are expected to attend and be on time for all class sessions, consistent with the usual and customary practice for Hybrid classes. **If a student arrives to class after the roll is called, this is considered an unexcused absence.** Failure to attend and be on time for all class sessions will negatively impact the grade for the Attendance & Class Participation part of the class. All absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class as well as reading before class the Chapter material and related Chapter PowerPoint Slides. This class covers a lot of material, and some students may find at least some parts of it difficult. **It is the student's responsibility to ask pertinent questions in class and ask the instructor for clarification of Chapter material and related Chapter PowerPoint Slides.** Class participation is highly encouraged, as it makes the class more interesting and enhances the student's learning experience. Students are strongly urged to ask probing questions and enthusiastically participate in class discussions. Good attendance and participation will strengthen the student's learning experience.

**You will be allowed MAX of two (2) absences during this term and whoever will miss the class more than 2 times, that student will be dropped from course.**

This course is intensive and challenging, and students are expected to master the materials presented in class as well as those read and studied outside of the classroom. As already mentioned, the nature and structure of the Hybrid class makes the student's individual study and preparation outside of class extremely important, and such preparation may vary considerably based on each student's background. However, a MINIMUM of two (2) hours of work outside the class is expected for every one (1) hour of class. Time spent may be longer when assignment/exams are due. Reading the assigned Chapter material and associated Chapter PowerPoint Slides before class will offer students familiarity with the materials that will be used in the lecture part of each class.

**Examinations:** There will be two (2) exams during the semester; the Mid-term (Week 7), and Final (Last week of term) examinations. Each exam will consist of multiple-choice AND/OR true & false, and problem questions. The examination materials will come from lecture notes, specific Chapter

material, and related PowerPoint Slides. Each exam will cover only the assigned Chapter material and associated PowerPoint Slides, and neither of these exams will be comprehensive. Students are encouraged to work collaboratively in a study group or team to take best advantage of their exam preparation time and effort. Alternatively, if students are unable to participate in a group or team effort, they are expected to plan their schedules to adequately prepare for taking each examination on the particular date and time for each exam. Both exams will be paper tests using scantron sheets (882e) for scoring.

Students are expected to notify the instructor within twenty-four (24) hours prior to the exam time if they are going to miss any exam.

As a general rule, **NO** make-ups will be offered for any missed exams. Make-ups may be administered only in unusual circumstances, such as an excused official university activity, a severe illness, or a dire emergency. However, students must provide comprehensive documentation within a few days of the missed exam. (See Class Policies) After discussing the opportunity for a make-up examination with the instructor, an alternate date and time may be identified for taking the exam at an approved Proctoring location (i.e., Testing Center). Exams not taken at the scheduled class time may be penalized due to lateness.

**Being absent for an exam may result in a grade of zero for that exam and may result in a fail grade in the course.**

**Quizzes:** There will be two (2) Quizzes during the semester; Quiz #1 in class (Week 4) and Quiz #2 in class (Week 12). Both Quizzes are in class and each quiz consists of 25-30 multiple-choice AND/OR true & false, and problem questions. The Quizzes/examination materials will come from lecture notes, specific Chapter material, and related PowerPoint Slides. Each exam will cover only the assigned Chapter material and associated PowerPoint Slides, and neither of these exams will be comprehensive.

### **Case Studies: Frito-Lay**

**Case Study #1: Frito-Lay:** Students are required to write 3 full pages (**in MLA formatting**) for this case. More information will provide in class by instructor. Due Date: Week 8; 03/16/2025

### **Weekly Discussion Question (On-line (Blackboard)) Online discussions (posting)-**

Students will participate in regular online discussions. At a minimum, a student is required to post a discussion and a response/critique comments each week on Blackboard. A substantive discussion comment reflects understanding of the readings and other related information. Students must meet all requirements for each DQ. Any errors (Grammar, spelling, diction, ...) will affect the grade. Student must check their discussion daily basis to answer the questions, if there are any questions from instructor.

### **Weekly Problems:**

There will be 5 problems/exercise during the semester. Students will participate in regular online problems/exercises. At a minimum, a student is required to post their answers each week on Blackboard.

### **Term Paper**

Each student must choose a topic/chapter based on their interest. The paper must be in **5 pages (MLA formatting)** and summarized their personal understanding about that topic or chapter (Why do you

choose that subject/chapter and what did you learn, and how will use this information in your current job).

### **Artificial Intelligence (AI) Policy**

#### **No Use of Generative AI Permitted**

MGMT 3320, Supply Chain & Operations Management 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 do the writing of 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.

**Recommended Outside Reading:** The following are some recommended outside reading sources. These will give the student a better understanding of Supply Chain and Operations Management, its principles and practices. These are:

Supply Chain Management Review (<http://www.scmr.com>) ,

Supply Chain Digest (<http://www.scdigest.com/>) ,

Supply Chain Quarterly (<http://www.supplychainquarterly.com>) ,

Journal of Operations Management (<https://www.journals.elsevier.com/journal-of-operations-management/>) ,

Industry Week (<http://www.industryweek.com/operations>) , and

Business Week (<https://www.bloomberg.com/businessweek>).

#### **Class Expectations:**

The Instructor expectations for this class are as follows:

- Students should read and understand the Spring 2023 Class Schedule on the last page(s) of this syllabus, and ask any questions of the instructor that will assure their understanding of the provisions and information set forth in this schedule.
- Students are expected to attend all class sessions. Possible exceptions are stated in the Attendance & Class Participation and Specific Class Policies sections of this syllabus.
- Students should read the assigned Chapter material and related PowerPoint Slides before class. Moreover, students should ask the instructor any questions concerning this material during class.
- Students should, as adult learners, engage in active listening and interactive learning to strengthen their critical thinking, analytical, and problem-solving skills.
- Students should purchase early in the semester the assigned version of the Goldratt book, so they allot the necessary time to read and comprehend the content of his book, as well as prepare a compliant response to the assigned Book Analysis.
- Students are expected to read the case study (if any) that may be assigned for each week of class, and come to class ready to answer the questions associated with each case study.
- Students should make every effort to communicate effectively (i.e., clearly, confidently, and convincingly) whether verbally in answering case study questions or engaging in class discussions or in writing with submittal of the Book Analysis. They should practice the art of reading critically, thinking logically (yet creatively), and writing compellingly and coherently. Good written communication also means writing free of common grammar, syntax, and diction errors, implying that the writer takes the time to draft, edit, and revise his/her work.
- Students, as adult learners, should engage in active listening and interactive learning to strengthen their critical thinking, analytical, and problem-solving skills.

#### **Specific Class Policies:**

Class Absences and Late Submittal of assignments: All students should recognize that it is unfair to their fellow students to not fully participate in class activities and to submit assignments on time. Therefore, all assignments are expected to be completed and submitted by the due dates set for this class.

**There will be absolutely no opportunity for extra work as a means of improving the course grade. There will be NO exception to this policy.**

In addition, the following also will apply.

- Except for a personal medical emergency without any prior indication, the student is expected to work ahead and complete all assignments and anticipate or accommodate possible/potential crisis.
- A personal Medical Emergency or Serious Acute Illness: All medical emergencies and illnesses must be verified by a note on letterhead by an M.D., D.O., P.A., or R.N. The Instructor usually will not accept a note from other health professionals (e.g., Ph.D., MSW, D.C., Physical Therapist) because their professional functions rarely involve medical emergencies or acute illnesses.
- A personal Accident or Police Emergency: The Instructor will require an accident report or note on letterhead from an appropriate law enforcement officer to accept late work due to accidents or police emergencies (e.g., assault on student, student taken hostage, detained witness of a crime).
- A personal Unforeseen Jury or Witness Duty: The Instructor will require a note on letterhead from a judge or attorney stating you had no advance notice of duty to accept late work due to jury or witness duty.
- A personal Unforeseen Military Deployment or Activation: The Instructor will require a note on official letterhead from the student's commanding officer stating he/she had no advance notice of deployment or activation.
- Funerals for Immediate Family Member (e.g., parents, siblings, children, grandparents): The Instructor will require a copy of the obituary or a note from a minister or funeral director.

Please note even the above is acceptable only at the discretion of the Instructor.

### **Class Conduct and Civility Code:**

Everyone in class is expected to follow all rules in the Student Handbook, as well as common courtesy during classroom lectures and discussions, including the following:

- Attendance will be taken at the beginning of the class. Students are expected to be in class on time and to remain until the end of the class.
- It is the students' responsibility to obtain and be able to use the required materials and software for this class.
- Students must retain submitted copies of all assignments and graded work, if provided by the Instructor, for verification purposes, and they should provide it to the Instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
- Talking while the Instructor is lecturing or a student is speaking is extremely disruptive and discourteous to the Instructor and other students.
- Using computers or cell phones (except for a valid or urgent need) during class for a purpose not related to class is disruptive. All such phones and other electronic devices should be turned OFF and headphones removed.
- For any questions about the exams and assignments, a student should contact the Instructor, well in advance of the day they are due, so the Instructor may have enough time to provide feedback.
- All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The Instructor



will reply to a student e-mail messages and voice messages within two (2) business days (Monday–Friday).

- All assignment submissions must be uploaded to Blackboard by the due date and time. The submission window may close or marked late, even if late by one second.

**Anyone violating these policies may be subject to disciplinary actions.**

### IMPORTANT POLICIES AND RESOURCES

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](mailto: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.

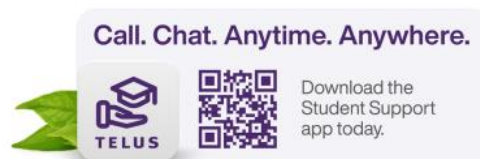
Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing [tutoring@tamusa.edu](mailto: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](http://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. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

**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](mailto: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](mailto: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](mailto: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.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

#### *Students' Rights*

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, gender identity, gender expression, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

#### *Students' Responsibilities*

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct (<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>).

## Spring 2025 Regular 16-Week Session

October 21	Monday	Registration opens
December 23-January 1	Monday-Wednesday	Winter Break
January 14	Tuesday	Tuition & fee payment deadline
January 16	Thursday	Drop for non-payment
January 17	Friday	Last day for students withdrawing to receive 100%
January 20	Monday	Martin Luther King, Jr. Day - No classes
January 21	Tuesday	First class day
January 28	Tuesday	Last day to register
February 5	Wednesday	Census Date
February 6	Thursday	Drop for non-payment
February 24-March 7	Monday-Friday	Midterm grading period
March 10-March 15	Monday-Saturday	Spring Break
April 18	Friday	Study day - No classes
April 21	Monday	Last day to drop with an automatic grade of "W"
April 28	Monday	Last day to withdraw from the university
May 5	Monday	Last day of scheduled classes for weekday classes
May 6	Tuesday	Study day - No classes
May 7-May 13	Wednesday-Tuesday	Final examinations
May 13	Tuesday	End of term
May 16	Friday	All grades due by noon
May 19	Monday	Grades available in JagWire

### Class Schedule

The provisions and information set forth in the class schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete, or modify the provisions and information in this schedule. All the changes to this syllabus and the following Class Schedule will be announced in class and noted in Announcements, and students are responsible for all announcements made in class or via the Blackboard for this class.

<i>Week</i>	<i>Dates</i>	<i>Chapter and Topic</i>	<i>Assignments/Assessments</i>
1	01/20/2025	Introduction to class	
2	01/27/2025	Ch. 1 Introduction Ch. 2 Strategy & Productivity Case Study: Frito-Lay Discussion Question in BB	Ch. 1 Introduction Case Study: Frito-Lay Due by: 03/16/2025 Discussion Question in BB Due by: 02/02/2025
3	02/03/2025	Complete Chapter 2 Ch.3 Design of Products Discussion Question in class Productivity Problem in BB	Productivity Problem in BB Due by: 02/09/2025
4	02/10/2025	Quiz #1 (Chapter 1, 2, 3) in class***NO Open Book***	
5	02/17/2025	Ch .4 Project Management	
6	02/24/2025	Ch .4 Project Management Ch. 7 Manufacturing Processes Discussion Question in class Discussion Question in BB Project Management Exercise in BB	Discussion Question in BB Due by: 03/02/2025 Project Management Exercise in BB; Due by: 03/02/2025
7	03/03/2025	Mid-term Exam (Ch 1, 2, 3, 4) in Class	
8	03/10/2025	No class****Spring Break*** Deadline for Case Study: Frito-Lay	Deadline for Case Study: Frito-Lay (3/16/2025)
9	03/17/2025	Ch. 7 Manufacturing Processes Break-even Problem in BB Due by: 03/23/2025	Break-even Problem in BB Due by: 03/23/2025
10	03/24/2025	Ch. 8 Facility Layout Discussion Question in class Discussion Question in BB Layout Problem in BB	Discussion Question in BB Due by: 03/28/2024 Layout Problem in BB Due by: 03/30/2025
11	03/31/2025	Ch. 11 Process Design Process Design Exercise In BB	Process Design Exercise In BB Due by: 04/06/2025
12	04/07/2025	Quiz #2 (Ch 7, 8, 11) in Class ***No Open Book**	
13	04/14/2025	Ch. 15 Logistics, Distribution & Discussion CH 17	Discussion Question in BB Due by: 04/20/2025
14	04/21/2025	Ch. 16 Global Sourcing Discussion Question in class Discussion Question in BB	Discussion Question in BB Due By: 04/27/
15	04/28/2025	Ch.20 Inventory Management Discussion Question in class	Deadline for Term Paper

		<b>Deadline for Term Paper</b>	
16	05/05/2025	<b>Final Exam – As per University Schedule</b>	

**Term Paper**

Each student must choose a topic/chapter based on their interest. The paper must be in **5 pages (MLA formatting)** and summarized their personal understanding about that topic or chapter (Why do you choose that subject/chapter and what did you learn, and how will use this information in your current job).