

Texas A&M University – San Antonio

MBA 5117-001 Spring 2026, CRN:24117

Operations Management
Graduate Program, College of Business

Course Syllabus

Class Meeting Time and Place: Wednesdays 5:45 ~ 9:30 pm @ **STEM 228 or BLH 155 (TBD)**

Class Duration: 03/02/2026 – 04/03/2026

Instructor: Dr. Chin-Yen Alice Liu,
Office: BLH 341D
Tel: 210-784-2331
E-Mail: chin-yen.liu@tamusa.edu
Student emails will receive a reply within two business days.

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

Office Hours: T 4:45 pm - 6:00 pm (Office) or by appointment
W 3:00pm – 5:30pm (Office) or by appointment

Catalog Course Description: Overview and case study of issues and problems in management of the operations function along the supply chain. This course will be the 1st part of the operations in the global supply chain integration. Topics include operational strategy, quality management, just-in-time and process improvement management, customer and supplier relations, forecasting, and supply chain measurement and benchmarking.

Course Objectives: The objective of the course is to provide the student with a working knowledge of operations and the ability to assess and solve operating problems.

Student Learning Outcomes: Upon successful completion of this course, students will:

1. Understand the strategic importance and influence of operations management.
2. Understand the structure of operations and its critical decisions.
3. Understand how to select, operate, control, and update supply chain systems and apply improvements.
4. Acquire and sharpen critical thinking about operational decisions and communicate orally and in writing.

Required Materials:

- **Textbook:** Operations Management in the Supply Chain: Sustainability and Resilience, 8th Edition (2024 Release) by Schroeder and Goldstein (Publisher: McGraw Hill).
- **Calculator:** Any type of calculator with a basic calculation function.

- **Blackboard:** To access Blackboard, log into JagWire, <https://jagwire.tamusa.edu/>, then click on the Blackboard icon. Lecture handouts and recordings, class notes, and homework assignments will be available and turned in through the Blackboard interface.
- **Time:** You are expected to spend 6-10 hours per week for the course. Based on the background, some student may require more time. Time spent may be longer when assignment/exams are due.

Course Requirements every student must fulfill in order to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) 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 during office hours.
5. For all classwork, exams, quizzes etc., if a student is completing it off-campus, then they are responsible for availability of internet connectivity. Extensions will not be granted for lack of availability of internet connections.

Grading Policy: The final course grade will be based on your performance on the exams, assignments and class participation using the following weights:

Activity	Outcome(s) Assessed	Percentage in Final Grades
1. Reading Assignments: SmartBook	1, 2, 3, 4, 5, 6, 7, & 8	16 %
2. Practice Operations Modules	1, 2, 3, & 4	24 %
3. QR Formative Activities	1 & 2	20 %
4. Classroom Competition	1	5%
5. Final Exam	1	25 %
6. Attendance & Participation	03/02/2026 ~ 04/03/2026	10 % (5% in each category)

The instructor reserves the right to adjust the student's final grade based on the overall performance.

GRADE SCALE:

A+ or A = 90% and above **D** = 60% and above
B+ or B = 80% and above **F** = 59% and below
C+ or C = 70% and above

1. Independent learning: Your independent learning activities will include the textbook readings and may involve videos, chapter PowerPoint slides, simulations and other items. It is strongly recommended that you cover these independent learning activities before or right after the class finished. Since a significant volume of reading is involved in this course, it is essential that you do not delay completing assignments. Time constraints will prohibit class discussion of all assigned materials. You are responsible, however, for having completed all assignments. I have provided a variety of activities to enhance your learning style experience. These activities are visual and aural, and may include some hands-on paper and pencil work, too. After a few weeks you will settle into your own pace, but please don't get behind.

2. HW assignments are given through the semester. These should be submitted through Blackboard before **11:59pm** on the scheduled dates. The purpose of the assignment is to assess the learning outcome from the weekly reading assignments and materials covered from the previous classes so that students can be familiar with the subject material. **IF YOU WAITED UNTIL THE LAST MINUTE TO DO THOSE EXERCISE, YOU WOULD TAKE THE FULL RESPONSIBILITY FOR ANY UNEXPECTED TECHNICAL ISSUE. Excuse will only be granted under an extra-ordinary circumstance such as a severe illness, a dire emergency, or an excused official university activity; however, you must provide comprehensive documentation within a few days of the missed assignments.** Due dates should be viewed as firm deadlines. Do your best on each assignment in view of your time constraints, and make sure that the assignment is submitted on time.
3. The timing and due dates of all assigned work are described in this syllabus, and students are expected to plan their schedule so that work may be completed on time. **You MUST submit your work before the due date; otherwise, the system will not record your grade.** Due dates should be viewed as firm deadlines. Do your best on each assignment in view of your time constraints and make sure that the assignment is submitted on time.
4. One final exam, one classroom competition, and two classroom exercise will be given on scheduled dates during the semester.
5. **Attendance is required** in MBA 5117. Attendance in this 5-week class is required. Class absences will be allowed only under very special circumstances; the student is responsible for completing any class work missed and obtaining the assignment for the missing class. **If you are missing more than one-third of the classes, you will lose all of your attendance points, which is equivalent to a “half” letter grade.**
6. **Participation is required** in MBA 5117. Everyone enrolled in this 5-week class is expected to follow all rules of common courtesy during classroom lectures and discussions in class or online. **Classroom participation includes asking a question, participating in class discussion and problem solving, and paying attention to the lecture. Participation points will be deducted when a disruptive activity (i.e. sleeping, calling out, side-talking, using digital devices which are not related to the class lecture, email asking for the class announcements, etc.) occurred. If you are missing more than one-third of the classes, you will lose all of your participation points, which is equivalent to a “half” letter grade.**

Class conducts and activity code: Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. Attendance may be taken at the beginning or the end of the class.
2. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
3. Student must retain copies of all assignments and graded work for verification purposes. Keep copies of all computer files and e-mails.

4. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
5. Using computers or phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All cell phones and gadgets should be turned off and headphones removed.
6. For any questions about the exams and assignments, a student should contact the instructor, before the day they are due, so the instructor may have enough time to provide feedback.
7. 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 student e-mail messages within 24 hours during week days (Monday-Friday).
8. All assignment submissions must be uploaded to Blackboard by the due date.

Anyone violating these policies may be subject to disciplinary actions.

MBA 5117-001
Operations Management
Spring 2026 Class Room: STEM 228 or BLH 155 (TBD)

Course Outline and Assignments

Week	Topics/Activities	Weekly Class Assignment	Due Date
03/05	Introduction to Operations Operations and Supply Chain Strategy Process Selection	Bonus available on the Blackboard Weekly Reading: Chapter 2 & 4 SmartBook Assignment: Chs. 2 & 4 Practice Operations: Module 1	11:59pm on 03/08 (Grace period without any penalty – 11:59pm on Monday 03/09)
03/11	Lean Thinking and Lean Systems Managing Quality Forecasting QR Formative Activities (1)	Weekly Reading: Chapter 7 & 8 SmartBook Assignment: Chs. 7 & 8 Practice Operations: Module 2	11:59pm on 03/15 (Grace period without any penalty – 11:59pm on Monday 03/16)
03/18	Classroom Competition	Weekly Reading: Chapter 10 & 11 SmartBook Assignment: Chs. 10 & 11 Practice Operations: Module 3	11:59pm on 03/22 (Grace period without any penalty – 11:59pm on Monday 03/23)
03/25	Capacity Planning Independent Demand Inventory Materials Requirements Planning QR Formative Activities (2)	Weekly Reading: Chapter 14 & 15 SmartBook Assignment: Chs. 14 & 15 Practice Operations: Module 4	11:59pm on 03/29 (Grace period without any penalty – 11:59pm on Monday 03/30)
04/01	Reflection Final Exam	Practice Operations: Module 5 (Goal: \$50,000 for the net income)	9:30pm on 04/01 (No Grace Period)

P.S. If you need a grace-period extension, please email me. Each student has one chance to receive a penalty-free extension.

GENERAL INFORMATION

Time Commitment

This course places responsibility on students to cover material equivalent to that in any regular Business program conducted on a traditional schedule. The program delivery model is based on the assumption that adult students, given a structured set of learning objectives and a prescribed methodology, can independently master a major portion of the content of most courses. What the instructor "covers" in traditional and online presentations or discussion periods can no longer be the sum for the course: what the student "covers" outside the classroom becomes equally important.

In this class we will cover 20 classroom hours, and you will be expected to also engage in reading assignments online and homework assignments at home for the same amount of the classroom hours. Normally, two to three hours of preparation are required for each hour of classroom time so the average time commitment for a course approximates 100 hours over the trimester. Exemplary performance may require additional time. This is a significant commitment and one that must be planned in a very careful fashion.

TAMUSA Expectations

We expect each student to bring to the course the background and experience on which admission to the program is based. Included are managerial experience and mastery of the foundation subject areas. As the course progresses, you will be asked to relate the concepts and theories presented to your work experience and organizational environment. Your ability to successfully complete the course will depend significantly on how well you accomplish this. Every course in the Business program contributes to your skill and expertise as a manager and you should bring a high level of motivation and commitment to mastering the concepts presented.

It is important that your comments in class and online, your approach to assignments and examinations, your comments about cases, readings, and your participation in class exercises reflect your mastery of the concepts and techniques developed in the course. Text assignments, cases, theory presentations, and exercises are designed to complement each other and provide a basis for application to real world situations. The benefit you derive from this course will rise in direct proportion to the extent you attend to these objectives and relationships.

University Email Policy and Course Communications

All correspondence between professors and students must occur via University email accounts. You must have Jaguar email account ready and working. If it is not working, contact the help desk at 210-784-4357.

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://bit.ly/WLDCCenter>.

Drop Policy

You may drop the course with an automatic grade of W on or before the date listed in the academic calendar at www.tamusa.edu. The last date to drop a course, or withdraw from the University is also indicated in the academic calendar on the university website (www.tamusa.edu). If you wish to drop the class, you must submit the necessary paperwork to the proper authority. Students dropping a course are subject to all conditions listed in the university catalog.

Students 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, please contact Disability Support Services in the Central Academic Building, Suite 210, or at (210) 784-1335 or visit <https://www.tamusa.edu/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 Misconduct Policy

Students at Texas A&M University-San Antonio are expected to adhere to the highest standards of academic honesty and integrity. Academic misconduct for which a student is subject to penalty includes cheating, plagiarism, fabrication, multiple submissions, misrepresentation of academic records, facilitating academic dishonesty, unfair advantage, violating known safety requirements and ethical misconduct. Students are expected to do their own course work. Simple cases of first offense cheating or plagiarism by an individual student may be handled by the instructor after consultation with the department chair. The student is usually confronted with the evidence in private and advised of the penalty to be assessed. The evidence will be retained for at least one full year. For more serious cases, such as those involving repeated offenses, conspiracy with other students or the theft and selling of examination questions, a report should be made by the instructor via the department chair and college dean to the Office of Student Rights and Responsibilities. Academic dishonesty is a violation of the Student Code of Conduct; therefore, the instructor **WILL** report any form of academic dishonesty to the Office of Student Rights and Responsibilities. Please review the Student Handbook for a complete

description of the process. Penalties for academic dishonesty may range from a grade of F on the particular paper or in the course to expulsion from the University.

Considering the potential consequences of academic misconduct, it is obviously in students' best interests to avoid even the appearance of such behavior. If a student is unclear whether a specific act might constitute academic misconduct, please she/he should contact the instructor for an assessment of the situation. All student term papers and other written assignments are subject to analysis by anti-plagiarism software.

Nonacademic Misconduct

The university respects the rights of instructors to teach and students to learn. Maintenance of these rights requires campus conditions that do not impede their exercise. Campus behavior that interferes with either 1) the instructional ability to conduct the class, 2) the inability of other students to profit from the instructional program, or 3) campus behavior that interferes with the rights of others will not be tolerated. An individual engaging in such disruptive behavior may be subject to disciplinary action. Such incidents will be adjudicated by the Dean of Students under nonacademic procedures.

Message for pregnant and 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 reasonable accommodations to pregnant students that would be provided to a student with a temporary medical condition and 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).

Important Dates:

1. SmartBook Assignments (8): 03/08/2026(2), 03/15/2026(2), 03/22/2026(2), and 03/29/2026(2)
2. Operations Modules (4): 03/08/2026, 03/15/2026, 03/22/2026, and 03/29/2026
3. QR Formative Activities (2): 03/11/2026 and 03/25/2026 (In-class Exercise)
4. Classroom Competition (1): 03/18/2026 (In-class Competition)
5. Final Exam (1): 04/01/2026 (In-class Exam)
6. All grades for Spring 2026 – 4th 5-week due by noon via JagWire: **04/06/2026**

Spring 2026

ACADEMIC INTEGRITY

Academic Integrity is strongly stressed by TAMUSA, and includes a commitment to have no part in academic dishonesty, academic cheating, nor plagiarism.

Academic Dishonesty refers to student conduct in academic assignments or situations which violates the norms of the academic community of students and scholars. In practice, it usually refers to *academic cheating or plagiarism*.

Penalties for academic dishonesty may include expulsion or suspension from the University, failure or grade of “F” in the affected course or assignment, or lesser penalty as appropriate.

YOU ARE NOT ALLOWED TO TALK TO EACH OTHER DURING ANY OF YOUR ONLINE QUIZZES OR EXAMS.

Academic cheating includes but is not limited to the following:

- (a) copying from another student’s test paper;
- (b) during a test, using material not authorized by the person giving test;
- (c) collaborating during a test with any other person by giving or receiving information without being so authorized;
- (d) stealing, buying, or otherwise obtaining all or part of an unadministered test;
- (e) selling or giving away all or part of an unadministered test;
- (f) bribing another person to obtain an unadministered test;
- (g) substituting for another student or permitting any other person to substitute for oneself to take a test;
- (h) submitting as one’s own, in fulfillment of academic requirements, a theme, report, term paper, essay, other written work, painting, drawing, sculpture, other art work, computer program, media production, or other academic assignment prepared totally or in part by another;
- (i) selling, giving, or otherwise supplying to another student for use in fulfilling academic requirements any theme, report, other written work, art work, computer program, media production, or other academic assignment.
- (j) giving a false statement for the reimbursed points.

Plagiarism is the use of another person’s work (such work need not be copyrighted) and the unacknowledged incorporation of that work in one’s own work offered for credit.

POLICY ON INTELLECTUAL DISHONESTY:

Except for Group or Team projects and papers are individual assignments and are part of the learning experience and must be completed personally by the student. Copying another student’s assignment, including computer programs and files, or citing material without credit to the author is plagiarism, and cheating on exams, including getting help on take-home exams, is grounds for failing the course and or expulsion from the University.

Chin-Yen Alice Liu
(Signature of instructor)

01/25/2026
(Date)