

MGMT-6360-02V
PRODUCTION & OPERATIONS MANAGEMENT
FALL 2021 MODULE 1

FACULTY:

Dr. Hale Kaynak

ECOB 222F

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E-mail hale.kaynak@utrgv.edu, halekaynak@gmail.com (always include MGMT 6360 in the subject and your name in the email). You should use UTRGV email when you contact me. In case you are not sure that your email has reached me, you can also use my gmail address as a backup.

Fax 665-5065

COURSE MODALITY:

Online Asynchronous Courses: These courses will be delivered fully online. There will be no designated class meeting time for real-time instructor/student interaction, which gives you the flexibility to engage with the course materials as best fits your daily schedule. Your learning will be guided by the digital presentation of the course content (e.g., recorded lectures, presentations, outlines, notes) and scheduled assignments. Your instructors will provide you with feedback on assigned work, communicate with you electronically, and be available to meet as defined on this syllabus.

COVID-19 RESOURCES:

Please visit the [UTRGV COVID-19 protocols web page](#) for the most up-to-date COVID-19 campus information and resources. The [COVID-19 Frequently Asked Questions \(FAQs\) web page](#) offers additional guidance to specific questions. To submit a question for the FAQ, please email WelcomeBack@utrgv.edu.

UTRGV VACCINE PORTAL:

UTRGV Students are eligible to receive the COVID-19 Vaccine. Students may access and complete their vaccine profile via the [UTRGV Vaccine Portal](#). For additional information on the COVID-19 Vaccine, please visit the [UTRGV Vaccine web page](#).

RESPONSE TIME:

Do not hesitate to send me an email if you have any questions or doubts about your assignments/teaching materials. Generally I will respond to emails within **24 hours** of receiving them. Any technical questions can be referred to Blackboard Support.

OFFICE HOURS VIA ZOOM:

By appointment.

REQUIRED MATERIALS:

Jacobs, F. R. & Chase, R. B. (2020). Operations and Supply Chain Management (16th ed.). New York, NY: McGraw-Hill/Irwin.

RECOMMENDED READINGS:

Wall Street Journal
Bloomberg Business Week
Fortune

PREREQUISITES:

College Algebra or the equivalent course

COURSE DESCRIPTION:

The basic approach to be followed in the course is simply that of studying the important problems confronting operations managers and the decision processes by which these problems are resolved. We will cover core operations management concepts and apply them to both the manufacturing and service industries. Students will be exposed to both the qualitative and quantitative aspects of operational issues. Operations management concepts discussed include but are not limited to operations strategy, product/process improvement, facility location, quality management, and supply chain management. Upon completion of this course, students should have a fundamental knowledge of how operations managers effectively work.

Robert C. Vackar College of Business and Entrepreneurship Learning Goals and Mission

The Robert C. Vackar College of Business and Entrepreneurship has adopted the following learning goals and objectives that each student should achieve while in the degree program. Not all goals and objectives are covered in each course; however, all goals and objectives should be addressed throughout the degree program.

MBA Learning Goals	This course contributes to the following College of Business and Entrepreneurship learning objectives:	How Measured
Students will be able to demonstrate leadership skills in a global business environment.	<input checked="" type="checkbox"/>	Exams, assignments, cases, projects
Students will be able to show effective writing and oral skills at a level appropriate for business executives.	<input checked="" type="checkbox"/>	Exams, assignments, cases and projects
Students will have the ability to be aware of and classify ethical issues and behaviors.	<input checked="" type="checkbox"/>	Exams, assignments, cases and projects
Students will apply analytical	<input checked="" type="checkbox"/>	Exams, assignments, cases,

techniques and quantitative analysis for effective decision making in various functional areas.		projects
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Our mission is to be the agent of innovation, knowledge discovery, and economic development in South Texas, Northern Mexico, and beyond, by offering a rigorous curriculum informed by experiential learning, high quality research, and community partnerships. Your mastery of these learning goals and objectives helps us to achieve this mission.

PERFORMANCE OBJECTIVES:

Consistent with our objectives for the MBA degree, upon completion of the course, the student will be able to:

Course Objectives	Assessment Measure
1. <u>identify</u> and <u>apply</u> core concepts and techniques of operations management such as productivity, quality management, statistical process control, lean, sustainability and supply chain management to both manufacturing and service environments.	Exams, assignments, cases, projects
2. <u>discuss</u> how the strategy aspect of a firm is related to operations management and <u>differentiate</u> strategy, design, and control functions in operations management.	Exams, assignments, cases, projects
3. <u>discuss</u> and <u>apply</u> decision-making concepts used in operations management	Exams, assignments, cases, projects
4. <u>demonstrate</u> his/her knowledge of the basic issues of operations management by <u>analyzing</u> and <u>critiquing</u> the operations of a manufacturing or service organization with respect to the material covered in this course	Exams, assignments, cases, projects

COMPUTER APPLICATIONS:

Homework problems and written assignments require the use of a spreadsheet program (e.g., Microsoft Excel) and a word processing program (e.g., Microsoft Word). It is the responsibility of the student to become familiar with these programs.

WRITTEN COMMUNICATION SKILLS:

Students are required to adhere to the following guidelines in their written assignments (numbers in parentheses represent penalties for deviations from these guidelines) and online discussions:

1. In your lengthy discussions: Use headings and subheadings. They improve organization and readability (1-10 points).

2. Grammatical errors:
 - a. Sentence fragments (5 points each).
 - b. Subject-verb agreement (5 points each).
 - c. Spelling (1 point each spelling error in excess of 3).
 - d. Misuse of words: their-there, its-it's, from-form (5 points each).
 - e. Run-on sentences (5 points each).
 - f. Run-on paragraphs (5 points each).
 - g. One-sentence paragraphs (5 points each).
3. Vague, unclear, and/or awkward wording (5 points each).
4. All sources used should be cited in the text of your discussions/assignments and listed as full citations at the end (PLAGIARISM, automatic F). Students must follow APA guidelines.
5. Typographical errors, such as spacing (5 points per page).
6. Use of informal words, such as etc. and get (1 point each).
7. Use of sexist and other biased language that is or may be interpreted as denigrating to ethnic or other groups (5 points each).
8. Content errors:
 - a. Contradictions (5-10 points).
 - b. Failure to provide adequate support for a position or a decision (5-10 points).
 - c. Statements contrary to fact (20 points).
 - d. Plagiarism (automatic F).
 - e. Logic/conceptual/theoretical errors (5-10 points).

Every student is expected to be an active participant in online discussions.

JOURNALS AND OTHER SOURCES FOR REFERENCE

Recommended data sources for industry information include but are not limited to:

U.S. Industrial Outlook
Moody's Industrial Manual
Standard & Poor's Industry Surveys
Wall Street Journal
Company's Annual Report
Industry Trade Journals
USA Industry Analyses, Statistics and Leading Companies
Market Share Reporter
Standard Industrial Classification Manual
Dun & Bradstreet Information Service

Also, the following journals/periodicals may contain some research results pertaining to companies:

Journal of Operations Management
Production and Operations Management

Production and Inventory Management Journal
IEEE Transactions on Engineering Management
International Journal of Operations and Production Management
International Journal of Production Research
International Journal of Manufacturing and Technology Management
Journal of Manufacturing and Operations Management
Industrial Engineering
Interfaces
Management Science
Decision Sciences
Harvard Business Review
Strategic Management Journal
California Management Review
Business Horizons
Sloan Management Review
The Journal of Supply Chain Management
Purchasing
Quality Management Journal
Academy of Management Review
Academy of Management Journal

PERFORMANCE MEASURES AND REWARDS:

Exam Policy:

All exams will be conducted online and they will be available on scheduled due dates. Due dates are posted on the online course calendar. There will be a maximum time set for each exam depending on the number of questions. No make-up exams are available. If an emergency situation arises, you must notify your instructor immediately prior to the exam and provide proof of absence. Failure to follow this policy will result in a grade of zero for the missed exam. No alternative weighting distribution will be allowed for any missed exam for which the above prior notification was not provided.

Please note that attending social events (e.g., wedding, spouse's birthday, games) is not a valid excuse for a make-up exam.

Exam Proctoring Policy: Respondus LockDown Browser with a Webcam

Only one attempt is allowed for each exam and students are expected to complete each exam in one single setting. All course exams are proctored through the Respondus LockDown Browser with a Webcam. Make sure you have a webcam as it will record you while taking your tests. You are required to use this browser throughout this course. To download the latest version, click on the Student Support tab on your Blackboard homepage. On the top right, you will see the Student Resources section that contains both a Macintosh and a Windows download link for the Respondus LockDown Browser. For more information on proctoring through Respondus, please visit Respondus Inc's Introduction to Respondus LockDown Browser for Students on YouTube (~2.5 minutes). You can find more detailed information on [Lockdown Browser and Monitor](#) at UTRGV.edu/online.

YOUR ACTIVITIES ARE RECORDED WHILE YOU ARE LOGGED INTO OR TAKING YOUR ASSESSMENT(S). THE RECORDINGS SERVE AS A PROCTOR AND WILL BE REVIEWED AND USED IN AN EFFORT TO MAINTAIN ACADEMIC INTEGRITY.

Assignments:

Students are expected to read all assigned material for each module. Assignments may include cases and homework problems. They will be due on the dates scheduled on Blackboard. **No late assignments will be accepted.** Students **must** turn in assigned homework on the due date for successful completion of the course. Make sure you check the course calendar and due dates on the course Blackboard. No homework submitted in-person will be accepted.

Naming and Submitting Documents: Before you submit a document, name your file according to the format below. Avoid special characters and spaces in file names. Use a single underline _ to separate words.

The name of your . . .	Should follow the format	Example:
Essay	LastNameFirstInitial_Essay.doc	SmithJ_Essay.doc

Research Project:

The objectives of this research project is to demonstrate the student's knowledge of the basic issues of operations management by identifying an operations management problem(s) the company has experienced/has been experiencing. Briefly explain the operations management problem(s).

1. Which operations management practices/issues were affected from the operations management problem(s)? Identify and explain the effects.
2. What kinds of solutions were provided by the company for the problem(s)? Identify the actions that have been taken to solve the problem by the company or any agencies.
3. Based on your course materials and what you have learned from the analysis of the company, what other actions could help/recover from and eliminate the operations management problem(s)?
4. Based on the materials covered in class, what are your recommendations? Explain your strategy to solve the issue(s)?

Each student will participate as a member of a research project team. The team will consist of no less than five members and no more than seven members. Students are encouraged to form their own teams. Each team will select a company as the focus of their research. The selected company **must** be approved by the instructor.

The project will be conducted in the following phases:

1. A project status report will be posted on the discussion board by the group by the end of module date as indicated in the syllabus. Each group must comment on at least one other groups' initial post and/or other group comments.
2. A typed bibliography of the proposed reference materials and, if possible, persons to be interviewed will be due on the date indicated in the course syllabus. This bibliography must demonstrate a thorough review of the company to be researched. Copies of the articles or

links to the articles and, if available, details regarding the individuals to be interviewed (name, position and date of the interview) should be included as part of the bibliography. This bibliography can be updated throughout the term.

3. A typed detailed outline of the written paper is due on the date indicated in the course syllabus. The group may want to schedule an appointment with the professor to review the bibliography and the outline before continuing with the project. The meeting can be held via Zoom. Feedback on these issues will be provided by the professor to improve the quality of the paper.
4. The written paper is due on the date indicated in the syllabus. The 10-15-page paper must be typed and double spaced. The paper should contain a title page, a table of contents and include appropriate subtitles in the body of the paper. Standard APA format should be used for references and citations where appropriate. Copies of articles or links to the articles referenced in the paper should be included as an appendix to the paper.

Each group will evaluate, as a group, the contribution of each group member to the project. The group evaluation form is posted in Module 1. Each group member's final research project grade will be adjusted by their individual contribution to the project. For example, an individual who is evaluated by his/her group members as contributing at a 90% level to the group project and a project grade of 96 would receive a final research project grade of 86 (i.e., 96×0.90). If another group member does his/her part and picks up the extra work, he/she can receive a contribution score more than 100 (i.e., 96×1.10). Please note that the extra work needing to be completed can be done by more than one group member. Thus, it is essential that each individual has a clear understanding of the group's expectation of his or her participation in the project, and that each individual seeks continuous feedback during the project regarding their performance on the project.

ALL YOUR DISCUSSION POSTS WILL BE REVIEWED AND EVALUATED BY THEIR QUALITY THOUGH YOUR REGULAR PARTICIPATION IS ALSO CRUCIAL. TWO SENTENCE COMMENTS SUCH AS "I COMPLETELY AGREE WITH YOU", "I LEARNED A LOT FROM READING YOUR COMMENTS/RESPONSE" WILL NOT RECEIVE ANY CREDIT.

Case Analysis:

Every group is responsible for preparation of **three** cases assigned for class. The group that is responsible for a written analysis of a specific case will submit a typewritten analysis (3-5 pages in length, double-spaced) on the due date indicated in the syllabus and deliverables in modules.

a. How to prepare a case analysis

1. Read the first few paragraphs, then go through the case almost as fast as you can turn the pages, asking yourself, "What, broadly, is the case about, and what types of information am I being given to analyze?" You will find the text description at the beginning and is almost always followed by a series of exhibits that contain added quantitative and qualitative information for your analysis.
2. Read the case very carefully, underlining key facts and writing marginal notes as you go. Then ask yourself: "What are the basic problems these managers have to resolve?" Try hard

to put yourself in the position of the managers in the case. Make the managers' problems your problems.

3. Note the key problems or issues on a pad of paper. Then go through the case again.
4. Sort out the relevant considerations for each problem area.
5. Do appropriate qualitative and quantitative analysis.
6. Develop a set of recommendations, supported by your analysis of the case data.

b. Outline of the written report:

- I. Introduction
- II. Case Summary
- III. Case Discussion (analysis by addressing the issues, questions)
- IV. Recommendations (supported by your analysis of the case)
- V. Conclusion
- VI. References

List of cases:

1. The Tao of Timbuk2, Chapter 2, Strategy, pp. 36-37.
2. IKEA Design and Pricing, Chapter 3, Design of Products and Services, pp. 66-68.
3. South Beach Pizza: An Exercise in Translating Customer Requirements into Process Design Requirements, Chapter 9, Service Processes, pp. 241-242.

As for the group research project, each group will evaluate, as a group, the contribution of each group member to the case analysis. The group evaluation form for the case analysis is also posted in Module 1

TIPS FOR SUCCESS:

Here are some tips for success:

- In discussion forums, you learn from one another by posing questions, justifying your comments, and providing multiple perspectives. When you prepare for discussions through thoughtful reflection, you contribute to your own successful learning experience as well as to the experience of your peers.
- Log in to the course frequently (at least several times per week for long semesters and daily for summer sessions) and check announcements. This will keep you apprised of any course updates, progress in discussions, assignment information, and messages requiring immediate attention.
- Be aware of and keep up with the Course Schedule in the Syllabus.

IT WILL BE STUDENTS' RESPONSIBILITY TO COMPLETE EACH MODULE ON TIME. IT IS IMPORTANT THAT YOU PAY ATTENTION TO ANNOUNCEMENTS AND THE START AND DUE DATES FOR EACH ASSIGNMENT. DON'T PLAN ON WAITING UNTIL THE VERY END (SOMETIMES INTERNET CONNECTIONS GO DOWN,

COMPUTER LABS ARE FULL, COMPUTERS AND SOFTWARE HAVE PROBLEMS AND SO ON).

Grading:

Exam I	20% of course grade
Exam II	20% of course grade
Homework Assignment	10% of course grade
Case Analysis	20% of course grade
Research Paper	30% of course grade

REWARD SYSTEM:

100-90 = A
89-80 = B
79-70 = C
69-60 = D
59- 0 = F

TO RECEIVE A GRADE OF C OR HIGHER FOR THE COURSE, YOU MUST SATISFACTORILY CONTRIBUTE TO YOUR TEAM ASSIGNMENTS.

CALENDAR OF ACTIVITIES:

Aug. 25	Last day to add a class or register
Aug. 25	Class begins
Aug. 31	Census date
Oct. 5	Last day to drop (DR grade) a class or withdraw (grade of W)
Oct. 12	Class ends.
Oct. 13	Final exams
Oct. 15	Grades due at 3 p.m.

ACADEMIC INTEGRITY:

Members of the UTRGV community uphold the [Vaquero Honor Code](#)'s shared values of honesty, integrity and mutual respect in our interactions and relationships. In this regard, academic integrity is fundamental in our actions, as any act of dishonesty conflicts as much with academic achievement as with the values of honesty and integrity. Violations of academic integrity include, but are not limited to: cheating, plagiarism (including self-plagiarism), and collusion; submission for credit of any work or materials that are attributable in whole or in part to another person; taking an examination for another person; any act designed to give unfair advantage to a student; or the attempt to commit such acts (Board of Regents Rules and Regulations, STU 02-100, and UTRGV Academic Integrity Guidelines). **All violations of Academic Integrity will be reported to Student Rights and Responsibilities through [Vaqueros Report It](#).**

All assignments and tests (exams) should be done independently (without help from others). Examples of violations of Scholastic Integrity include sharing quiz or test (exam) questions or answers (whether generally or specifically) with others (whether in your section or not),

helping others solve problems, helping others find answers, answering questions or problems for others, or using illicit help (e.g., any of the aforementioned examples) from others. When in doubt, ask for clarification about what is allowed beforehand.

ATTENDANCE:

Students are expected to attend all scheduled classes and may be dropped from the course for excessive absences. UTRGV's attendance policy excuses students from attending class if they are participating in officially sponsored university activities, such as athletics; for observance of religious holy days; or for military service. Students should contact the instructor in advance of the excused absence and arrange to make up missed work or examinations.

STUDENTS WITH DISABILITIES:

Students with a documented disability (physical, psychological, learning, or other disability which affects academic performance) who would like to receive reasonable academic accommodations should contact **Student Accessibility Services (SAS)** for additional information. In order for accommodation requests to be considered for approval, the student must apply using the *mySAS* portal located at www.utrgv.edu/mySAS and is responsible for providing sufficient documentation of the disability to SAS. Students are required to participate in an interactive discussion, or an intake appointment, with SAS staff. Accommodations may be requested at any time but are not retroactive, meaning they are valid once approved by SAS. Please contact SAS early in the semester/module for guidance. Students who experience a broken bone, severe injury, or undergo surgery may also be eligible for temporary accommodations.

Pregnancy, Pregnancy-related, and Parenting Accommodations:

Title IX of the Education Amendments of 1972 prohibits sex discrimination, which includes discrimination based on pregnancy, marital status, or parental status. Students seeking accommodations related to pregnancy, pregnancy-related condition, or parenting (reasonably immediate postpartum period) should submit the request using the form found at <https://www.utrgv.edu/pregnancyandparenting> for review by **Student Accessibility Services**.

Student Accessibility Services:

Brownsville Campus: Student Accessibility Services is located in 1.107 in the Music and Learning Center building (BMSLC) and can be contacted by phone at (956) 882-7374 or via email at ability@utrgv.edu.

Edinburg Campus: Student Accessibility Services is located in 108 University Center (EUCTR) and can be contacted by phone at (956) 665-7005 or via email at ability@utrgv.edu.

SEXUAL HARASSMENT MISCONDUCT AND MANDATORY REPORTING:

In accordance with UT System regulations, your instructor is a "Responsible Employee" for reporting purposes under Title IX regulations and so must report to the Office of Institutional Equity & Diversity (OIED@utrgv.edu) any instance, occurring during a student's time in college, of sexual misconduct which includes sexual assault, stalking, dating violence, domestic violence, and sexual harassment about which she/he becomes aware during this course through writing, discussion, or personal disclosure. More information can be found at www.utrgv.edu/equity including confidential

resources available on campus. The faculty and staff of UTRGV actively strive to provide a learning, working, and living environment that promotes personal integrity, civility, and mutual respect that is free from sexual misconduct, discrimination, and all forms of violence. If students, faculty, or staff would like confidential assistance, or have questions, they can contact OVAVP (Office for Victim Advocacy & Violence Prevention) at (956) 665-8287, (956) 882-8282, or OVAVP@utrgv.edu.

COURSE DROPS:

According to UTRGV policy, students may drop any class without penalty earning a grade of DR (drop) until the official drop date. Following that date, students must be assigned a letter grade and can no longer drop the class. Students considering dropping the class should be aware of the “3-peat rule” and the “6-drop” rule so they can recognize how dropped classes may affect their academic success. The 6-drop rule refers to Texas law that dictates that undergraduate students may not drop more than six courses during their undergraduate career. Courses dropped at other Texas public higher education institutions will count toward the six-course drop limit. The 3-peat rule refers to additional fees charged to students who take the same class for the third time.

STUDENT SERVICES:

Students who demonstrate financial need have a variety of options when it comes to paying for college costs such as scholarships, grants, loans and work-study. Students should visit the Students Services Center (U Central) for additional information. U Central is located in BMAIN 1.100 (Brownsville) or ESSBL 1.145 (Edinburg) or can be reached by email (ucentral@utrgv.edu) or telephone: (888) 882-4026. In addition to financial aid, U Central can assist students with registration and admissions.

Students seeking academic help in their studies can use university resources in addition to an instructor’s office hours. University Resources include the Advising Center, Career Center, Counseling Center, Learning Center, and Writing Center. The centers provide services such as tutoring, writing help, counseling services, critical thinking, study skills, degree planning, and student employment. In addition, services such as the Food Pantry are also provided. Locations are listed below.

Center Name	Brownsville Campus	Edinburg Campus
Advising Center AcademicAdvising@utrgv.edu	BMAIN 1.400 (956) 665-7120	ESWKH 101 (956) 665-7120
Career Center CareerCenter@utrgv.edu	BCRTZ 129 (956) 882-5627	ESSBL 2.101 (956) 665-2243
Counseling Center Counseling@utrgv.edu Counseling and Related Services List	BSTUN 2.10 (956) 882-3897	EUCTR 109 (956) 665-2574
Food Pantry FoodPantry@utrgv.edu	BCAVL 101 & 102 (956) 882-7126	EUCTR 114 (956) 665-3663
Learning Center	BMSLC 2.118	ELCTR 100

LearningCenter@utrgv.edu	(956) 882-8208	(956) 665-2585
Writing Center WC@utrgv.edu	BUBLB 3.206 (956) 882-7065	ESTAC 3.119 (956) 665-2538

MANDATORY COURSE EVALUATION PERIOD:

Students are required to complete an ONLINE evaluation of this course, accessed through your UTRGV account (<http://my.utrgv.edu>); you will be contacted through email with further instructions. Online evaluations will be available towards end of the course. Students who complete their evaluations will have priority access to their grades.

DEAN OF STUDENTS RESOURCES:

The Dean of Students office assists students when they experience a challenge with an administrative process, unexpected situations such as an illness, accident, or family situation, and aids in resolving complaints. Additionally, the office helps to advocate on behalf of students and inform students about their rights and responsibilities as well as serving as a resource and support for faculty and campus departments.

[Vaqueros Report It](#) allows students, staff and faculty a way to report concern about the well-being of a student, seek assistance in resolving a complaint, or report allegations of behaviors contrary to community standards or campus policies.

The Dean of Students can also be reached by emailing dos@utrgv.edu or visiting [Virtual Office hours](#) in which a representative is available Monday-Friday 9:00-11:00 a.m. and 1:00-4:00 p.m.

COURSE OUTLINE:

The tentative class schedule is attached. **The professor reserves the right to change this schedule as circumstances may dictate.**

IF THE PROFESSOR SEES A NEED, SHE MAY ADD ADDITIONAL ASSIGNMENTS, MATERIALS AND TESTS TO THE CONTENT OF THE COURSE. PLEASE CHECK YOUR EMAIL AND ANNOUNCEMENTS ON BLACKBOARD REGULARLY (EVERY DAY).

**** Modules Open: Wednesday Noon & Close: Next Wednesday 11:59 p.m.** (one minute before midnight).

Activity and assignment details will be explained in detail within each week's corresponding weekly content area. If you have any questions, please contact the instructor.

MGMT 6360

TENTATIVE COURSE OUTLINE

MODULE	DATE	TOPIC	ASSINMENT
1	8/25-9/1	Introduction to the Field Strategy Manufacturing Processes	Chapter 1 Chapter 2 Chapter 7 (pp. 162-167) COMPANY NAME DUE Homework Problem
2	9/1-9/8	Facility Layout Service Processes Design of Products and Services	Chapter 8 Chapter 9 Chapter 3 (pp. 39-54) Case 1
3	9/8-9/15	Six Sigma Quality Statistical Quality Control	Chapter 12 Chapter 13 Homework Problem RESEARCH BIB DUE
4	9/15-9/22	Strategic Capacity Management Theory of Constraints EXAM I	Chapter 5 (pp. 108-113, 118-119) Chapter 22S (pp.672-675, 676-677) Chapters 1, 2, 7, 8, 9, 3, 12, 13
5	9/22-9/29	Lean Supply Chains Logistics, Distribution and Transportation	Chapter 14 Chapter 15 (pp. 424-429) Case 2
6	9/29-10/6	Inventory Management Global Sourcing and Procurement Research Paper Detailed Outline	Chapter 20 (pp. 566-571, 588-589) Chapter 16 Homework Problem Case 3
7	10/6-10/12	One to One Zoom Meetings – Each Team & Professor (10/7-10/8)	RESEARCH PAPERS DUE
	10/13	EXAM II	Chapters 5, 14, 15, 16, 20, 22S