



**OPER 3100 – 001 Operations Management  
Course Syllabus – Spring 2021**

**Instructor:** Vinay Vasudev, Ph.D., PMP, CFPIM  
email: vkvasude@uncc.edu  
Phone: (704) 687-5640

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**Mon. and Wed. 10:30 am – 11:15 am only on Zoom**

**Office Hours:** Join Zoom Meeting  
<https://uncc.zoom.us/j/95206208734?pwd=RVMYnllcEFETGZ1YVlhQlI3cXJUUT09>  
Meeting ID: 952 0620 8734 Passcode: 637236  
**Office Location: Friday Building, Room# 353A**  
**Additional times available by appointment**

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**Required Texts and Materials:** *Operations and Supply Chain Management*, 15<sup>th</sup> Edition, Chase and Jacobs, McGraw Hill ISBN-13: 978-1259666100.

Other course materials including copies of class presentations will be provided on the Course Canvas website at: <https://canvas.uncc.edu/>

Bring a calculator to each class. Space permitting laptop computers are allowed in the class.

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**Cases and Readings:** Campus Wedding (A) and (B), *Adapted from a case originally written by Professor D.C. Whybark*, University of North Carolina, Chapel Hill. Available on-line from Course Canvas website at: <https://canvas.uncc.edu/>

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**Syllabus:** This syllabus contains the policies and expectations the instructor has established for this course. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students. Unless you are prepared to abide by these policies and expectations, you risk losing the opportunity to participate further in the course.

Instructor may make minor modifications to the standards and requirements set forth in this syllabus at any time. Notice of such changes will be by announcement in the class and/or by changes to this syllabus posted on the Course Canvas website.

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**Course Description:** **Catalog Description:** Introduction to and development of the management functions in manufacturing and non-manufacturing organizations. A systems approach to the organizational environment, the basic operating functions, the problems, and decisions a manager encounters and solution techniques and models. Computer applications are included where appropriate.

**Prerequisite:** ACCT 2121, 2122; ECON 2101, 2102; MATH 1120; INFO 2130; and STAT 1220 with grades of C or above; and Junior or Senior standing.

Operations management is the study of how organizations transform, produce, and deliver value to the customer, client, or user of the product or service created by the organization. It involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Therefore, it is a basic function that must be performed in all business organizations. World-class performance in operations, i.e., in product design, manufacturing, engineering, and distribution, is essential for competitive success and long-term survival of the organization.

**Course Learning Objectives:**

This course considers operations from a managerial perspective. We consider key performance measures of operations as well as important concepts for improving the performance of operations along these dimensions. Managerial approaches to planning, scheduling, and controlling service and product cost, time, quality, production, inventory, and distribution are examined. At the end of the course, students will have a good understanding of the role production/operations management plays in business processes. Emphasis is given both to familiarization of various production processes and service systems and to quantitative analysis of problems arising in the management of operations.

1. Describe the operations function in an organization and the key aspects of operations management decision making.
2. Appropriately use both qualitative and quantitative forecasting methods and assess the performance.
3. Explain why quality is important and the consequences of inadequate quality.
4. Explain how control charts are used to monitor a process and the concepts underlying their use. Solve typical problems.
5. Explain what a supply chain is and know the issues and strategies in the supply chain management.
6. Describe basic inventory models and solve typical inventory problems.
7. Explain how master production schedule requirements are translated into material requirements for lower-level items.
8. Discuss scheduling needs organizations & describe specific scheduling tools & approaches that can be used.
9. Describe the benefits and challenges facing the business analytics in supply chain management.

**Canvas Course Website:**

You are required to regularly access the Canvas Course website and, in particular, before each class. In addition to containing helpful information and course materials, Canvas course website will be used to communicate information on assignments, changes to syllabus, and other announcements of general interest.

**On-line Course:**

Please be aware that this course will be delivered completely online in a slightly hybrid format, which means that it will be delivered through a combination of **on-line synchronous class lectures** and **self-study of on-line content**. Topics will be introduced to students online in the form of presentations and lecture video recordings, while **on-line synchronous** class time will be reserved for review of topic materials, focus on concepts and explanation of algorithms, in-class quizzes, exams, and questions/answers. Students will be expected to self-study posted materials on Canvas prior to each **on-line synchronous class session**. While on-line course format provides increased flexibility to students, this also requires a commitment to invest additional time and effort outside of scheduled class sessions. The curriculum covered in this course is both conceptual and hands-on applications, thus it is strongly recommended that students continuously read/review the materials related to covered topics and practice assigned problems using required tools.

## Grading Policies:

Following letter grades will be used:

|   |                  |
|---|------------------|
| A | 90.0 – 100%      |
| B | 80.0 – 89.99%    |
| C | 70.0 – 79.99%    |
| D | 60.0 – 69.99%    |
| F | 59.99% AND BELOW |

Student performance in the course will be weighted as follows:

|                                      |     |
|--------------------------------------|-----|
| Exam #1 (non-cumulative)             | 25% |
| Exam #2 (non-cumulative)             | 25% |
| Exam #3 (non-cumulative)             | 25% |
| Final Exam (optional and cumulative) | 25% |
| Quizzes (On-line and In-class)       | 20% |
| Class Participation                  | 5%  |

## Exams, Quizzes, Homework, etc.

### Examinations:

There will be four exams for the course. First three exams will be non-cumulative and the last exam (Final Exam) will be cumulative but optional. All exams will be on-line and closed-book/closed notes. For each exam, instructor will provide a sheet of relevant equations, formulas, and tables. Students need to bring a calculator for each exam.

If you take all the four exams, grades for the lowest exam will be dropped. If you miss an exam, you can take Final Exam as your make-up exam. The exams will be given as scheduled in the syllabus during the time period specified by the instructor. Typical duration of the first three exams will be 50-70 minutes while the final exam will have a duration of 1.5 - 2 hours.

Exams will only be conducted on-line asynchronously except for the final exam which will be on-line synchronously. To take the exam, you will be required to have a working Webcam and install Respondus Lockdown Browser/Monitor which is available from UNCC. Please also review the [Belk College of Business policy regarding Laptop requirement for Upper-Level Students in Business Courses](#).

Exams are a form of intellectual property belonging to those who create them. Consequently, exams must remain in instructor's possession or under instructor's control at all the times. This means that exams may not be taken out of the room or copied from the Canvas site. Students are encouraged to review their exams during office hours or by appointment. However, failure to return an exam after taking or reviewing it or removing an exam from instructor's presence at any time or copying an exam will be considered theft of intellectual property. Such action will result in an exam grade of zero and may warrant further disciplinary action.

Cell phones, smart phones, and smart watches must be silenced and stored away (in purse, bookbag, backpack, pocket, etc.) during exams. Any usage of such during the exam (from the time exam is handed out to departure from the class) will result in a grade of zero for the exam and may warrant further disciplinary action.

## **Make-up Exam Policy:**

There are no separate makeup exams. Please see above for makeup exams.

## **Suggested Homework Problems:**

There are seven **suggested** homework assignments. The purpose of homework assignments is to provide learning reinforcement and promote class preparations. You will find that the homework provides excellent feedback on learning and is a confidence-building tool. The assignments will also help with your preparation for the exams. **Generally, you do not need to turn in homework, however, occasionally the instructor may ask you to submit a specific homework at a short notice for consideration of participation grades.** Solutions to the practice homework problems will be posted on the course Canvas course website. Please study and check each solution carefully. Students are expected to do all the suggested problems, since the effort expended in the assignment is usually reflected in performance on the exams.

## **Quizzes:**

There are two types of quizzes in the course. Quizzes account for **20%** of overall grade.

**On-line quizzes:** There will be twelve on-line quizzes. **Each on-line quiz will only be available on the Canvas course website for a specific time period.** It is your responsibilities to take note of deadlines and complete the quiz before the deadline. If you miss the deadline, you will get a grade of zero for that quiz. One lowest quiz grade will be dropped. Also, please note that the on-line quizzes are available for exam review only if you attempt the quiz.

**In-class quizzes:** In-class quizzes will be used to check the on-going understanding of the course materials. Some quizzes will be graded. **In-class quizzes will require the use of Poll Everywhere on your smartphone, tablet, or laptop.** Please make sure that you have one of these devices available all the time during each class. Also, please note that there is no make-up for in-class quizzes. You need to be present in the class to take them.

Poll Everywhere will also be used for tracking class attendance.

## **Extra Credit Work:**

There will be **NO EXTRA CREDIT** work offered for any individual student during the semester. **Please do not depend on any extra credit opportunities to improve your grade later in the semester.**

## **Class Policies: Class Attendance:**

Students must attend all lectures, labs, quizzes, examinations, and presentations and are expected to contribute actively to the class discussions. Class attendance is highly correlated with learning the material and performing well on the course assessments. If you earn an F or U grade, your last date of attendance will be reported. This may require you to pay back any financial aid money received for this course.

**Tardiness or early departure are disruptive and are, of course, discouraged.** Note that (1) some topics discussed in the classroom are not covered adequately in the textbook, thus the instructor will present alternative approaches, and (2) historically, those who skip the class tend to make less than their target grades.

Attendance may be taken at any point **during the class (beginning, middle, and end) and may even be checked multiple times. Any attempt to provide attendance electronically, while not physically present in the class will be considered a violation of Academic Integrity Code and will result in further disciplinary action.**

Students will be held responsible for any material covered, announcements made, assignments passed out, and any other type of work that they may miss during any absence from class.

### **Class Preparation and Participation:**

Students are expected to study the textbook and other posted materials (tutorials, notes, videos, presentations, etc.) **prior to each respective class session**. Additionally, students must be prepared to intelligently contribute to active class discussions and answer questions related to the current topics.

Participation refers to: **regular class attendance; contributing positively, constructively, regularly, and significantly to class discussions; being well-prepared for class, as well as the timely and careful completion of assigned homework and exercises by collaborating within your groups, as needed.**

Keep the instructor informed about your absences and any issues regarding class participation, well in time. 70-80% of the class participation grade will reflect your attendance in the class while the remaining 20-30% may be subjectively based on positive class engagement, participation, and turning in the suggested homework within the requested time period.

**Students are expected to be prepared and contribute to the active class discussions.**

You will need to have **at least 50% class attendance to qualify for any grade for participation.**

### **Due Dates Policy:**

A homework or assignment with deadline is like a ticket for a cruise. If you arrive after the scheduled departure time, the ship will have sailed without you and your ticket (homework/assignment) will be worthless. **Late homework and projects will not be accepted and will receive a grade of zero.** If you know you will miss a class, plan to turn in your work ahead of time.

### **Grades Appeals Policy:**

If you believe that, the grade you received on an assignment or an exam was in error or unfair, you can appeal to the instructor in writing within **seven calendar days** after the grades are posted. The appeal should clearly state the reasons why you believe the grade to be unfair or the nature of the error. Overdue appeals will not be considered.

### **Class Conduct Policy:**

**Disruptive behavior in the class distracts from other students' ability to benefit from their in-class experience.** Such behavior includes but is not limited to **sidebar conversations between two or more students during lecture**, unnecessary comments that add no value to class, arriving late, leaving early, surfing the net, and any activities that negatively impact the ability of other students to learn and/or listen in the class.

**Rude and disruptive behavior will not be tolerated.** If necessary, the instructor will deduct points from grades for any student who chooses to disrupt the class and distract others repeatedly. In particularly egregious cases, the instructor will have the student permanently removed from the class.

Under no circumstances will students be permitted to spend their class time working on assignments for other classes, checking email, surfing the Web, texting, or engaging in activities not related to the class. Attempts to engage in such behavior will be reflected in lower grades and may lead to removal from the course.

### **Electronic Devices in Class:**

**Use of computing, communication, or other devices during the class time for purposes other than those required for the class is prohibited and may result in being asked to leave the classroom for the remainder of the class period.** This includes the use of laptops, lab computers, phones or other devices for Internet browsing, game playing, reading news, emailing, texting, chatting, IM, Facebook, or other activities not required for the class. **Cell phones and other communication devices must be silenced and stored away during class.**

### **Class Recording:**

Electronic video and/or audio recording is **not permitted** during class unless the student obtains permission from the instructor. If permission is granted, any distribution of the recording is prohibited. Students with specific electronic recording accommodations authorized by the Office of Disability Services do not require instructor permission; however, the instructor must be notified of any such accommodation prior to recording. Any distribution of such recordings is prohibited.

### **Email Policy:**

Please use the email address specified for instructor above for electronic communications. When emailing the instructor or graduate assistants, proper subject line must contain your course and section number (Example: OPER 3100-002). Emails missing proper subject lines may be delayed in addressing the question/concern as well as may be deleted for security reasons.

### **Class Cancellation:**

In the event that the instructor is unable to attend class or the University is closed unexpectedly, assume the course material will be moved forward to the next meeting.

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## **Policies Related to COVID-19 Protection:**

### **Face coverings in Classrooms and Labs:**

It is the policy of UNC Charlotte for the Spring 2021 semester that as a condition of on-campus enrollment, all students are required to engage in safe behaviors to avoid the spread of COVID-19 in the 49er community. Such behaviors specifically include the requirement that all students properly wear [CDC-compliant face coverings](#) while in buildings including in classrooms and labs. Students are permitted to remove face coverings in classroom or lab settings only when the instructor explicitly grants permission to do so (such as while asking a question, participating in class discussion, or giving a presentation) and while at an appropriate physical distance from others. Failure to comply with this policy in the classroom or lab may result in dismissal from the current class session. If the student refuses to leave the classroom or lab after being dismissed, the student may be referred to the Office of Student Conduct and Academic Integrity for charges under the [Code of Student Responsibility](#).

### **Policy on Absenteeism During COVID-19:**

Students are expected to attend every class and remain in class for the duration of the session when it is safe to do so in accordance with university guidance regarding COVID-19. Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings, including tests and written tasks. Any unexcused absence or excessive tardiness may result in a loss of participation points.

Students are encouraged to work directly with their instructors regarding their absence(s). For absences related to COVID-19, please adhere to the following:

- **Complete your [Niner Health Check](#)** each morning.
- **Do not come to class if you are sick.** Please protect your health and the health of others by staying home. Contact your healthcare provider if you believe you are ill.
- **If you are sick:** If you test positive or are evaluated by a healthcare provider for [symptoms of COVID-19, complete this form](#) to alert the University. Representatives from Emergency Management and/or the Student Health Center will follow up with you as necessary, and your instructors will be notified.
- **If you have been exposed** to COVID-19 positive individuals and/or have been notified to self-quarantine due to exposure, [complete this form](#) to alert the University. Representatives from Emergency Management and/or the Student Health Center will follow up with you as necessary, and your instructors will be notified.

To return to class after being absent due to a COVID-19 diagnosis or due to a period of self-quarantine, students should submit an [online request form](#) to Student Assistance and Support Services (SASS). Supporting documentation can be attached directly to the request form and should be from a student's health care provider or the Student Health Center, clearly indicating the dates of absences and the date the student is able to return to class. Instructors will be notified of such absences.

If you are absent from class as a result of a COVID-19 diagnosis or quarantine, please consult the instructor for any accommodation to help you continue to make progress in the course. The final decision for approval of all absences and missed work is determined by the instructor.

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## **General Policies: Student Academic Integrity:**

Integrity is amongst the core values of the Belk College of Business. Students are responsible for knowing and observing the [UNC Charlotte Code of Student Academic Integrity](#). All work on exams and quizzes is to be done on an **individual basis**. This may also be extended to certain assignments and will be specified as such in class. There is always the possibility and temptation to consult with someone who has had the course (or class) previously or to consult case/class notes or project reports from another section or from a previous year or semester or that might be available on the Internet. This practice is **strictly prohibited** under all circumstances and unequivocally constitutes a **violation** of the [Code of Student Academic Integrity](#). Obviously, group projects involve cooperative effort. Everyone, however, is **required** to contribute to the effort for this class, and individual contributions will be evaluated through group peer review and participation score.

For this class, it is permissible to assist classmates in general discussions of operations management concepts and algorithms. General advice and interactions are encouraged. Each person, however, must develop his or her own solutions to the assigned homework. Students may not "work together" on graded assignments. Such collaboration constitutes cheating unless it is a group assignment. A student may not use or copy (by any means) another's work (or portions of it) and represent it as his/her own. If you need help on an assignment, contact your instructor or the TA, not other classmates. Any further specific requirements or permission regarding academic integrity in this course will be stated by the instructor and are also binding on the students in this course.

## **Ownership of Course Materials:**

The lectures and course materials provided by the instructor including presentations, tests, quizzes, exams, videos, outlines, and similar materials are protected by copyright. The instructor is the exclusive owner of copyright in those materials that instructor has created. You are encouraged to take notes and make copies of course materials for your own educational use. However, you may not, nor you may knowingly allow others to reproduce or distribute course materials publicly without instructor's express written consent. This includes providing materials to commercial course material suppliers such as CourseHero, Chegg, etc. and other similar services. Students who publicly distribute or display or help others publicly distribute or display copies or modified copies of the instructor's materials may be in violation of [UNCC Code of Student Responsibility](#).

## **Diversity and Inclusion:**

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socioeconomic status.

## **Disability Accommodations:**

Students in this course seeking accommodations to disabilities must first consult with the Office of Disability Services and follow the instructions of that office for obtaining accommodations. If you have a disability that qualifies you for academic accommodations, please provide a letter of accommodation from the Office of Disability Services during the first week of class. For more

information regarding accommodations, please contact the Office of Disability Services at (704) 687-4355 or stop by their office in 230 Fretwell.

**Non-discrimination:**

All students and the instructor are expected to engage with each other respectfully. Unwelcome conduct directed toward another person based upon that person's actual or perceived race, actual or perceived gender, color, religion, age, national origin, ethnicity, disability, or veteran status, or for any other reason, may constitute a violation of [UNCC Code of Student Responsibility](#). Any student suspected of engaging in such conduct will be referred to the Office of Student Conduct.

**Religious Accommodation for Students:**

The instructor will observe [UNCC Policy on Religious Accommodation for Students](#) on matters requiring religious accommodation. Please note that the procedure prescribed by this policy requires a notice to the instructor prior to the census date of the semester (typically, the tenth day of the instruction).

**Withdrawal from Class:**

The administration of this institution has set deadlines for withdrawal from any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, the instructor cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled. Grades are subject to [Withdrawal Policy](#).

**Incomplete Grade:**

As per [UNCC Policy](#), incomplete grades will be granted when a student who is otherwise passing has not, due to circumstances beyond his/her control, completed all the work in the course. The missing work must be completed by the deadline specified by the instructor or during the next semester (fall or spring) in residence, but no later than 12 months after the term in which the "I" grade was assigned, whichever comes first. If the "I" grade is not removed during the specified time, a grade of "F", "U" or "N" as appropriate is automatically assigned. *The grade of "I" cannot be removed by enrolling again in the same course.*

**Course Changes Disclaimer:**

Instructor may make minor modification to the standards and requirements set forth in this syllabus and course schedule at any time. Notice of such changes will be by announcement in class and/or by changes to this syllabus posted on the course Canvas site.

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**OPER 3100-001 (On-line) Course Schedule – Spring 2021**  
**Mon/Wed: 11:15 am – 12:05 pm; Fri: On-line Asynchronous/Self-study**

| Week | Date  | Topic  | Textbook Chapters         | Activities/Tentative Due Dates      |
|------|-------|--|---------------------------|-------------------------------------|
| 1    | 01/20 | Introduction and Course Overview   | Chapter 1                 | On-line/Synch Class                 |
|      | 01/22 | Introduction and Course Overview   | Chapter 1                 | On-line/Self-study                  |
| 2    | 01/25 | Introduction and Course Overview;<br>Strategy and Productivity Measurement | Chapters 1 and 2          | On-line/Synch Class                 |
|      | 01/27 | Strategy and Productivity Measurement                                      | Chapter 2                 | On-line/Synch Class;<br>Ch. 1 Quiz  |
|      | 01/29 | Strategy and Productivity Measurement                                      | Chapter 2                 | On-line/Self-study                  |
| 3    | 02/01 | Project Management   | Chapter 4                 | On-line/Synch Class                 |
|      | 02/03 | Project Management   | Chapter 4                 | On-line/Synch Class;<br>Ch. 2 Quiz  |
|      | 02/05 | Project Management   | Chapter 4                 | On-line/Self-study                  |
| 4    | 02/08 | <b>Semester Break – No Classes</b>   |                           |                                     |
|      | 02/10 |  |                           |                                     |
|      | 02/12 |  |                           |                                     |
| 5    | 02/15 | Project Management   | Chapter 4                 | On-line/Synch Class                 |
|      | 02/17 | Manufacturing Processes  | Chapter 7                 | On-line/Synch Class;<br>Ch. 4 Quiz  |
|      | 02/19 | Manufacturing Processes  | Chapter 7                 | On-line/Self-study                  |
| 6    | 02/22 | Manufacturing Processes  | Chapter 7                 | On-line/Synch Class                 |
|      | 02/24 | Exam #1 Review; Facility Layout  | Chapter 8                 | On-line/Synch Class;<br>Ch. 7 Quiz  |
|      | 02/26 | <b>Exam #1</b>   | <b>Ch. 1, 2, 4, and 7</b> | On-line/Asynch                      |
| 7    | 03/01 | Facility Layout  | Chapter 8                 | On-line/Synch Class                 |
|      | 03/03 | Facility Layout  | Chapter 8                 | On-line/Synch Class                 |
|      | 03/05 | Service Processes  | Chapter 9                 | On-line/Self-study;<br>Ch. 8 Quiz   |
| 8    | 03/08 | Service Processes  | Chapter 9                 | On-line/Synch Class                 |
|      | 03/10 | Service Processes  | Chapter 9                 | On-line/Synch Class                 |
|      | 03/12 | Forecasting  | Chapter 18                | On-line/Self-study                  |
| 9    | 03/15 | Forecasting  | Chapter 18                | On-line/Synch Class;<br>Ch. 9 Quiz  |
|      | 03/17 | Forecasting  | Chapter 18                | On-line/Synch Class                 |
|      | 03/19 | Forecasting  | Chapter 18                | On-line/Self-study                  |
| 10   | 03/22 | Inventory Management   | Chapter 20                | On-line/Synch Class                 |
|      | 03/24 | Inventory Management   | Chapter 20                | On-line/Synch Class;<br>Ch. 18 Quiz |
|      | 03/26 | Inventory Management   | Chapter 20                | On-line/Asynch                      |
|      | 03/29 | Inventory Management   | Chapter 20                | On-line/Synch Class                 |

|    |       |  |   |                                     |
|----|-------|--|---|-------------------------------------|
| 11 | 03/31 | Exam #2 Review; Materials Requirement Planning     | Chapter 21  | On-line/Synch Class;<br>Ch. 20 Quiz |
|    | 04/02 | Exam #2 (non-cumulative)                           | Ch. 8, 9, 18, and 20                                    | On-line/Asynch                      |
| 12 | 04/05 | Materials Requirement Planning                     | Chapter 21  | On-line/Synch Class                 |
|    | 04/07 | Materials Requirement Planning                     | Chapter 21  | On-line/Synch Class                 |
|    | 04/09 | Materials Requirement Planning                     | Chapter 21  | On-line/Self-study                  |
| 13 | 04/12 | Quality Management (Six Sigma Quality)             | Chapter 12  | On-line/Synch Class                 |
|    | 04/14 | Quality Management (Six Sigma Quality)             | Chapter 12  | On-line/Synch Class;<br>Ch. 21 Quiz |
|    | 04/16 | Quality Management (Six Sigma Quality)             | Chapter 12  | On-line/Self-study                  |
| 14 | 04/19 | Statistical Quality Control                        | Chapter 13  | On-line/Synch Class                 |
|    | 04/21 | Statistical Quality Control                        | Chapter 13  | On-line/Synch Class;<br>Ch. 12 Quiz |
|    | 04/23 | Statistical Quality Control                        | Chapter 13  | On-line/Self-study                  |
| 15 | 04/26 | Statistical Quality Control                        | Chapter 13  | On-line/Synch Class                 |
|    | 04/28 | Exam #3 Review; Lean and Sustainable Supply Chains | Chapter 14  | On-line/Synch Class;<br>Ch. 13 Quiz |
|    | 04/30 | Exam #3 (non-cumulative)                           | Ch. 12, 13, and 21                                      | On-line/Asynch                      |
| 16 | 05/03 | Lean and Sustainable Supply Chains                 | Chapter 14  | On-line/Synch Class;                |
|    | 05/05 | Lean and Sustainable Supply Chains                 | Chapter 14  | On-line/Synch Class;<br>Ch. 14 Quiz |
| 17 | 05/07 | Final Exam (cumulative) @ 11:00 am                 | Chapters 1, 2, 4, 7, 8,<br>9, 12, 13, 14, 18, 20,<br>21 | On-line/ Synch                      |

Notes:

1. On-line/Synch Class – These classes will meet **synchronously** on-line.
2. On-line/Self-study – This class will be self-study and review of the course materials provided by the instructor via on-line on Canvas.
3. On-line/Asynch – All exams will be on-line and **asynchronous** except for the Final Exam which will be delivered **synchronously**.