MBAD 6141-U90 - Operations Management
Course Outline – Fall 2015
Monday 5:30 – 8:15 pm

Instructor: Vinay Vasudev, Ph.D., PMP, CFPIM
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Phone: (704) 687-5640

Office Hours: Center City Building: Monday 5:00 – 5:30 pm
Additional time available by appointment

Other course materials including class presentations will be provided on the Course Moodle2 website at: https://moodle2.uncc.edu/login/index.php

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 Moodle2 website at: https://moodle2.uncc.edu/login/index.php

Course Description: 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 planning, organizing and management of resources to produce goods and services so as to meet the strategic goals of the organization. The operations (or production) function is an integral part of every organization; the well-trained MBA must be familiar with and conversant in the myriad issues arising in this functional area. This course is devoted to the study of the operations function – specifically, understanding how to manage the provision of goods and services both effectively and
efficiently, as well as understanding how to improve processes so that they can fulfill (or surpass) the ever-increasing demands for higher levels of performance. Managerial approaches to planning, scheduling, and controlling service and product cost, time, quality, production, inventory and distribution are examined.

### Course Objectives:

1. Introduce the functional area of operations and to increase awareness of how operations interface with the other functional areas of an organization.
2. Understand the strategic role of the operations function as a key factor in determining an organization's ability to be competitive in the global marketplace.
3. Become familiar with the various challenges, issues, and problems that occur in the management of manufacturing and service operations, and understand the terminology, modeling, and methodology that arise in the handling and resolution of these challenges.
4. Become familiar with recent technological advances that directly affect operations management.

### Course Syllabus:

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Textbook Topic</th>
<th>Home Work Assignments</th>
<th>Readings and Cases</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>08/24</td>
<td>Chapter 1: Introduction to Operations Management</td>
<td>Discuss Groups, Home Work, &amp; Topics Research Expectations</td>
<td>Discuss Case and Reading guidelines and expectations</td>
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<tr>
<td>2</td>
<td>08/31</td>
<td>Chapter 2: Competitiveness, Strategy, and Productivity</td>
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<td>Reading Discussion: “Competing on Capabilities”</td>
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<td>09/07</td>
<td>Labor Day</td>
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<td>3</td>
<td>09/14</td>
<td>Chapter 3: Forecasting</td>
<td>Problems (p. 124-132): 4, 7, 8, 14, 19, 22, 27, and 33 – Due 09/23</td>
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<td>4</td>
<td>09/21</td>
<td>Chapter 3 (cont’d): Forecasting; Chapter 5: Capacity</td>
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<td>Case Discussion: “Shouldice Hospital Limited”</td>
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<td>5</td>
<td>09/28</td>
<td>Chapter 6: Process Selection and Facilities Layout</td>
<td>Problems (p. 281-287): 3, 5, and 7 – Due 10/04</td>
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<td>10/05</td>
<td>Exam 1 – Chapters 1, 2, 3, 5, and 6</td>
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<td>10/12</td>
<td>Student Recess – no classes</td>
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<td>7</td>
<td>10/19</td>
<td>Chapter 10 (cont’d.): Quality Control</td>
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<td>Week</td>
<td>Date</td>
<td>Chapter(s)</td>
<td>Problems</td>
<td>Reading/Case Discussion</td>
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<td>8</td>
<td>10/26</td>
<td>Chapter 12: MRP and ERP; Chapter 14: JIT and Lean</td>
<td>Problems (p. 535-540): 3, 4, and 7; Problems (p. 636–637): 2, 4, and 7 - Due 11/01</td>
<td>Reading Discussion: “Decoding the DNA of  the Toyota Production System”</td>
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<td>Operations</td>
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<td>9</td>
<td>11/02</td>
<td>INFORMS Meeting</td>
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<td>Exam 2 – Chapters 9, 10, 12, and 14</td>
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<td>10</td>
<td>11/09</td>
<td>Chapter 13: Inventory Management</td>
<td>Problems (p. 589-596): 3, 5, 10, 13, 14, 15, 19, 32, 37, and 41 – Due 11/18</td>
<td>Case Discussion: “Campus Wedding (A) and (B)”</td>
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<td>11</td>
<td>11/16</td>
<td>Chapter 13 (cont’d.): Inventory Management; Chapter 17</td>
<td>Problems (p. 772-779): 1b, 1d, 4a, 4c, 8, 10, 12, and 13 – Due 11/25</td>
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<td>Project Management</td>
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<td>12</td>
<td>11/23</td>
<td>Chapter 17 (cont’d.): Project Management; Chapter 18:</td>
<td>Problems (p. 816-819): 3, 4, 5, 6, and 9 – Due 12/02</td>
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<td>Management of Waiting Lines</td>
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<td>13</td>
<td>11/30</td>
<td>Chapter 18 (cont’d.): Management of Waiting Lines ;</td>
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<td>Research Topic Presentations</td>
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<td>14</td>
<td>12/07</td>
<td>Research Topic Presentations</td>
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<td>12/14</td>
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<td>Exam 3 – Chapters 13, 17, and 18; Time – 5:00 to 7:30 pm</td>
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**Grading Policy:** Following letter grades will be used:

- A 90.00 – 100
- B 80.00 – 89.99
- C 70.00 – 79.99
- U 69.99 AND BELOW

Student performance in the course will be weighted as follows:

- Exam 1 - 20%
- Exam 2 - 20%
- Exam 3 - 20%
- Group Assignments (homework, topics research, etc.) - 25%
- Class Participation (readings, case/class discussions, etc.) - 15%

**Exam 3 – Chapters 13, 17, and 18; Time – 5:00 to 7:30 pm**

There will be three exams for the course – Exam 1, Exam 2 and a Final Exam. The exams will be given as scheduled in the syllabus during the class period. Typical duration of Exam 1 and 2 will be 1 hr. 15
minutes and for the Final Exam may be up to 2 hrs.

**Group Assignments:**
There are two types of group assignments: **Homework** and **Research on Topics in Operations Management**.

You will need to form groups of 4 or 5 students consisting of students enrolled in this section of the course. **Groups may not have fewer than 3 members or more than 5 members. Number of groups will be capped at 10 based on the enrollment.** In keeping with diversity as one of the core principles of the Belk College, individual group compositions should reflect the diversity of the class. It is also suggested that groups be diverse with respect to group members’ tenure in the MBA program. If necessary, course instructor can assist in the formation of the groups. The groups will need to be formed and their proposed participants communicated by e-mail to the instructor by **Tuesday, August 20**. Please designate someone within your group to be the “**Group Communicator**.” The group communicator will be responsible for communicating with the course instructor. Input from group members with regard to the contribution of each group member’s participation will be incorporated into determining each member’s participation score.

**Homework Assignments:**
1. Chapter problems will be assigned as homework during some weeks. Homework due dates are shown in the syllabus.
2. Homework will be graded both on attempt and correctness. The results will be posted in your grade book. Correct solution to the problems will be posted whenever appropriate. Therefore, it is recommended that you practice on problems when possible. If you have difficulty, bring it up during the office hours.

**Research Topics in Operations Management:**
The second group assignment is a research report on a topic in Operations Management. One topic will be assigned to each group. Groups are required to research a topic in the context of Operations Management.

1. The findings will be reported in three ways:
   a) A written report (15 – 20 pages long),
   b) A class presentation at the end of the semester, and
   c) A three-page or less single-spaced summary of findings along with key references should be provided for the class.
2. Since the class will have 8-10 groups, each topic can be researched by more than one group.
3. The presentations, the reports, and the summaries – all will be graded.
4. Topics of interest are (you can suggest a topic which may not be included in the list below):
   a) Just-In-Time (JIT) Management
   b) Total Quality Management (TQM) and Continuous Improvement
   c) Sustainability
   d) Supply Chain Management (SCM)
   e) Operations Strategy
   f) Global Operations Management
5. Each group will be required to submit a topics research proposal by the end of 3rd or 4th week
of the semester.

**Readings:**
During some of the classes, students are assigned articles for reading. These article reprints are available from Atkins Library and should be read before the class for discussion. Students will be graded for participation in the class discussions. No report submission is required for readings.

**Case Discussions:**
During some of the classes, we as a class will discuss some cases which are identified in the syllabus. Case discussion will be led by the instructor. Cases are available from Harvard Case Services. Students are expected to have read the case and are prepared to participate in the discussion. Students will be graded for participation in the class discussions. No report submission is required for case discussions.

**General Guidelines for Submissions to Instructor:**
1. Submissions will need to be placed on the Moodle2 website by the required date by clicking the assignment link and clicking the submit button.
2. Each assignment submission must be a single file. **No assignment will be accepted as an e-mail attachment.**
3. Use standard software applications such as Microsoft Word or Excel to create your documents for submission.
4. Follow a consistent scheme for naming your submission files. Use your group number and then the document name for consistency.
5. Use identifiers such as HW for homework and chapter number to identify a certain chapter’s homework.
6. Be sure to include your names and group number inside the document, as well.
7. The instructor will not accept any assignment, which is late by more than a day from the due date without prior arrangement with the instructor.

**Participation:**
Participation refers to: regular class attendance; contributing positively, constructively, regularly, and significantly to class discussion; being well-prepared for class, as well as the timely and careful completion of assigned homework and exercises by collaborating within your groups. While some homework assignments will not be collected, other homework (shown in the table above) and cases will be collected and graded. Significant percentage of the participation grade will depend on the 360 degree feedback from the group members. Keep the instructor informed about your absences and any issues regarding class participation, well in time.

**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.

**Class Conduct:**
Disruptive behavior in the class distracts other students’ ability to benefit from their in-class experience. Such behavior includes but is not limited to, side-bar 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. Disruptive behavior will not be tolerated. If necessary, the instructor will deduct points from participation grade for any student who chooses to disrupt the class and distract others repeatedly. Please keep all electronic and telecom equipment such as cell phones, tablets, beepers, etc. on “silent” mode during class.

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

**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 Integrity (http://legal.uncc.edu/policies/up-407). 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 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.

**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.

**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.

**Incomplete Grade:**

As per university 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 / grade was assigned, whichever comes first. If the / 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.

**Disclaimer:**

The schedule and assignments in this course are subject to change in the event of extenuating circumstances and at instructor’s discretion.