



UNC CHARLOTTE

BELK COLLEGE *of* BUSINESS

MBAD6141 Operations Management
R, 5:30PM-8:15PM, Center City Building, Room 501
Spring 2017

INSTRUCTOR INFORMATION

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Phone: 704- 687 -7629
Office Hours: Thursdays, 2:00PM-4:00PM or by appointment

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.

LEARNING OBJECTIVES

- Introduce the functional area of operations and to increase awareness of how operations interface with the other functional areas of an organization.
- 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.
- 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.
- Become familiar with recent technological advances that directly affect operations management.

COURSE MATERIALS

Textbook and Reading Materials

- Textbook: *Operations Management*, by W. J. Stevenson, 12/e, January 2014. ISBN-10: 0078024102
- Two Harvard cases: <http://cb.hbsp.harvard.edu/cbmp/access/58804349>
 1. Heskett, J. L. (2013). *Shouldice Hospital Limited*. Available on-line from Harvard Case Services. **(Case report due March 2nd)**
 2. Spear, S., & Bowen, H. K. (1999). Decoding the DNA of the Toyota production system. *Harvard Business Review*, 77, 96-108. Available on-line from Atkins Library. **(To be discussed March 16th)**

COURSE ASSESSMENT

The course grades will be based on three exams (individual performance), class participation (individual performance), one case report and three homework assignments (group performance), and three homework assignments.

Assignment	% of Grade
Exam 1	25%
Exam 2	25%
Exam 3	25%
Case report	5%
Assignments	15%
Class Participation	5%

Exams

There are **three** exams which cover the material covered in the corresponding course unit, i.e., exams 1-3 are **NOT** cumulative.

Important Dates

Exam 1: February 16th, Exam 2: March 30th, Exam 3: May 11th

Case Report Due: 5:30PM, March 2nd

Homework Due Dates: 5:30PM, HW1: February 9th, HW2: March 23rd, HW3: May 2nd

Class Participation

Class time is our most precious and inelastic resource. Please come to every class prepared and actively participate in the discussion of the lecture content, complementary Harvard business cases.

Disruptive behavior includes but is not limited to, side conversations between two or more students during lecture, unnecessary comments that add no value to class, and any activities that negatively impact the ability of other students to learn and/or listen in class. **Disruptive behavior will not be tolerated.** If necessary, I will amend the syllabus and grading policy to penalize individuals that exhibit disruptive behavior. Please keep all electronic and telecom equipment such as cell phones, beepers, etc. on "silent" mode during class.

Grading Scale

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

GROUP ASSIGNMENTS

You will be required to complete few group assignments and cases. You will need to form a group (team) of **3 or 4** students consisting of students enrolled in this section of this course. **Groups may not have fewer than 3 members or more than 4 members.** If necessary, as the instructor, I can assist in the formation of the groups. The groups will need to be finalized and their proposed composition communicated by e-mail to me by **Thursday, January 19th**. Please designate someone within your group to be the “Group Communicator.” The group communicator will be responsible for communicating with me, and will be my contact person for communicating with your group. Input from group members with regard to the contribution of each group member’s participation will be incorporated into determining each member’s score.

Each group is responsible for one case and three homework sets. A maximum ten-page case report is due on **March 2nd**. Maximum page specifications are for double-spaced standard one-inch margins.

All the case report and homework assignments are to be turned either in electronically on Canvas or hard copies. MS-Word, PDF, or Excel format are acceptable. Each case should be contained in single file. Also, all homework problems due on a given day should be contained in a single file.

MAKE-UP POLICY

NO MAKE-UP EXAMS will be given unless students obtain **prior permission** from the professor and provide official documents. An unexcused absence from an exam will result in a grade of zero for that exam. At most **ONE** make-up exam will be granted for each student.

WITHDRAWAL FROM CLASS

The administration of this institution has set deadlines for withdrawal of 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, I 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.

ACADEMIC INTEGRITY

[The UNC Charlotte Code of Student Academic Integrity](#) governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists the applicable penalties. The following is a list of prohibited conduct in that Code as violating these standards: A) Cheating; B) Fabrication and Falsification; C) Multiple Submission; D) Plagiarism; E) Abuse of Academic Materials; and F) Complicity in Academic Dishonesty. For more detail and clarification on these items and on academic integrity, students are strongly advised to read the current [UNCC undergraduate catalog](#).

TENTATIVE COURSE SCHEDULE

Date	Topic	Reading	Important Dates
1/12	Course Overview		
1/19	Introduction to Operations Management, Competitiveness, Strategy	Ch1&Ch2	Group Formation Due
1/26	Forecasting	Ch3	
2/2	Process Selection and Facility Layout & Capacity Planning	Ch5 and Ch6	
2/9	Exam review		HW#1 Due
2/16	Exam 1	Chapters 1, 2, 3, 5 and 6	
2/23	Location Planning and Analysis	Ch8	
3/2	Management of Quality and Quality Control	Ch9 &Ch10	Case report Due
3/9	No Class-Spring Break		
3/16	Supply Chain Management & Toyota Case	Ch15	
3/23	JIT and Lean Operations & exam review	Ch14	HW#2 Due
3/30	Exam 2	Chapters 8,9, 10, 14, and 15	
4/6	MRP and ERP	Ch12	
4/13	Inventory Management	Ch13	
4/20	Inventory Management	Ch13	
4/27	Project Management & Exam Review	Ch17	
5/2	No Class		HW#3 Due
5/11	Final Exam (5:00PM-7:30PM)	Chapters 12, 13, and 17	

Note:

- Additional homework/cases may be assigned in class.
- These descriptions and timelines are **subject to change** at the discretion of the instructor.
- There are likely to be additional required readings that are not listed in the syllabus and that will also be assigned during the course of the semester. It is important to check the class (Canvas) web site **regularly** to keep apprised of assigned homework problems, as well as revisions to this syllabus.

STATEMENT ON DIVERSITY

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 socio-economic status.