MBAD 6141 – Operations Management
Course Outline – Spring 2015

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Phone: (704) 491-1668

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

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


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://moodle.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>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>01/08</td>
<td>Chapter 1: Intro to Operations Management</td>
<td>Discuss Groups &amp; Home Work Expectations</td>
<td>Discuss Case and Reading guidelines and expectations</td>
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<tr>
<td>2</td>
<td>01/15</td>
<td>Chapter 2: Competitiveness, Strategy, and Productivity</td>
<td>Reading Discussion: “Competing on Capabilities”</td>
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<td>3</td>
<td>01/22</td>
<td>Chapter 3: Forecasting</td>
<td>Problems (p. 121-129): 2, 5, 8, 18, 21, 25, 31 – Due 02/05</td>
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<tr>
<td>4</td>
<td>01/29</td>
<td>Chapter 3 (cont’d): Forecasting; Chapter 5: Capacity Planning</td>
<td>Case Discussion: “Shouldice Hospital Limited”</td>
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<td>Week</td>
<td>Date</td>
<td>Chapter/Topic</td>
<td>Problems</td>
<td>Comments</td>
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<td>5</td>
<td>02/05</td>
<td>Chapter 6: Process Selection and Facilities Layout; Chapter 9: Management of Quality</td>
<td>Problems (p. 277-283): 2, 4, 6, 8 - Due 02/19</td>
<td>Case Discussion: &quot;Hank Kolb&quot;</td>
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<td>6</td>
<td>02/12</td>
<td>Chapter 10: Quality Control</td>
<td>Problems (p. 455-460): 1, 4, 7, 12, 20, 24 - Due 02/22</td>
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<tr>
<td>7</td>
<td>02/19</td>
<td>Chapter 12: MRP and ERP;</td>
<td>Problems (p. 543-548): 2, 6, 9 - Due 03/12</td>
<td>Reading Discussion: &quot;Decoding the DNA of the Toyota Production System&quot;</td>
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<td>8</td>
<td>02/26</td>
<td>Mid-term Exam</td>
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<td>Spring Recess</td>
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<td>9</td>
<td>03/12</td>
<td>Chapter 13: Inventory Management</td>
<td>Problems (p. 601-609): 2, 4, 11, 16, 26, 40 - Due 03/26</td>
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<td>10</td>
<td>03/19</td>
<td>Chapter 13 (cont’d.): Inventory Management</td>
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<td>11</td>
<td>03/26</td>
<td>Chapter 17: Project Management</td>
<td>Problems (p. 782-788): 2, 7, 9, 12, 14, 16 - Due 04/09</td>
<td>Case Discussion: &quot;Campus Wedding (A) and (B)&quot;</td>
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<tr>
<td>12</td>
<td>04/02</td>
<td>Chapter 17 (cont’d.): Project Management; Chapter 18: Management of Waiting Lines</td>
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<td>13</td>
<td>04/09</td>
<td>Chapter 18 (cont’d.): Management of Waiting Lines</td>
<td>Problems (p. 827-829): 1, 2, 7, 8, 10 - Due 04/23</td>
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<td>14</td>
<td>04/16</td>
<td>Research Topic Presentations</td>
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<td>15</td>
<td>04/23</td>
<td>Research Topic Presentations</td>
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<td>16</td>
<td>04/30</td>
<td>Final Exam - 5:00 to 7:30 pm</td>
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**Grading Policies:**

**Grading Policy:**

Following letter grades will be used:

- A 90.0 - 100
- B 80.0 - 89.99
- C 70.0 - 79.99
- U 69.99 AND BELOW

Student performance in the course will be weighted as follows:

- Final Exam - 30%
- Mid-term Exam - 30%
- Group Assignments (homework, topics research, etc.) - 25%
- Class Participation (readings, case discussions, homework, etc.) - 15%

**Examinations:**

There will be two exams for the course - a mid-term and a final exam. The exams will be given as scheduled in the syllabus during the class period. Typical duration of the exam will be 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, January 13th. 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 operations management. The findings will be reported in three ways:

1. a written report (15 - 20 pages long),
2. a class presentation at the end of the semester, and
3. a three-page or less single-spaced summary of findings should be provided for the class. Since the class will have 10 groups, each topic will be researched by two groups. One group will provide the three-page summary and the other will present the topic (the other group that researched the same topic will assume the responsibilities of being discussants and for writing the summary).

4. The presentations, the reports, and the summaries - all will be graded.
5. Topics of interest are:
   1. Just-In-Time Inventory (JIT) Management
   2. Total Quality Management (TQM) and Continuous Improvement
   3. Sustainability
   4. Supply Chain Management (SCM)
   5. Operations Strategy

6. 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.
3. No assignment will be accepted as an e-mail attachment.
4. Use standard software applications such as Microsoft Word or Excel to create your
documents for submission.

5. Follow a consistent scheme for naming your submission files. Use your group number and then the document name for consistency.

6. Use identifiers such as HW for homework and chapter number to identify a certain chapter's homework.

7. Be sure to include your names and group number inside the document, as well.

8. The instructor will not accept any assignment, which is late by more than a week 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.

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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 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 last day to withdraw from the course with a 'W' grade and retain other courses is March 17, 2015.

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