

MBAD 6141-U90 – Operations Management
Course Outline
Spring 2019

Instructor Information

Dr. Benywarath “Yaa” Nithithanatchinnapat

Office: Friday 347

Email: bnithith@uncc.edu

Phone: 704-687-1988

Office Hours: Main Campus MW 11am-12pm; F 10-12pm; Th at Center City 4pm-5pm

Catalog Course Description

MBAD 6141 Operations Management. (3) Prerequisite: MBAD 5141 or equivalent. Design, operation, and control of service and manufacturing systems. Emphasis on using analytical tools for problem solving in process analysis and re-engineering, work-force management, material and inventory management, aggregate planning, total quality management, and others.

Course Overview

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.

Course Objectives

The objectives of this course are:

- i) to introduce the functional area of operations and to increase awareness of how operations interface with the other functional areas of an organization.
- ii) to understand the strategic role of the operations function as a key factor in determining an organization’s ability to be competitive in global marketplace.
- iii) to 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.
- iv) to become familiar with recent technological advances that directly affect operations management.

Course Material

Textbook (required):

Operations Management, by W. J. Stevenson, 13/e, 2017. ISBN: 1259667472.

Readings (Available on-line from Atkins Library):

1. Casey, M., & Wong, P. (2017). Global supply chains are about to get better, thanks to blockchain. Harvard business review, 13.
2. Dahlgaard, J. J., & Mi Dahlgaard-Park, S. (2006). Lean production, six sigma quality, TQM and company culture. The TQM magazine, 18(3), 263-281.

- Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R. (2009). Why sustainability is now the key driver of innovation. Harvard business review, 87(9), 56-64.

Course Website: <http://canvas.uncc.edu>

- Course Notes: PowerPoint slides will be posted on Canvas. You are expected to supplement this with your own notes taken in class.
- Grades: Grades on exams and assignments will be posted on Canvas. Please check that the grade posted matches the grade on your paper copy and notify the instructor as soon as possible in case of a discrepancy.

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

Grading

The evaluation of student performance in the course will be based upon the following components:

Assignment	Individual / Group	Format	Due Date	% of Grade
Exam I	Individual	In-class on-paper, allow one-page note and a calculator	2/28/2019	20%
Exam II	Individual		4/4/2019	20%
Exam III	Individual		5/2/2019	12%
Online quizzes	Individual	Online, outside of class time Open book, open note 45 mins, 10-15 MCs	See class schedule	16% (4 @ 4%)
Homework	Group	In-class (or outside of class time) Submit online or on paper	See class schedule	15% (3 @ 5%)
Research Report	Group	Paper: In-class (or outside of class time) Submit paper online or on paper Presentation: In-class	4/25/2019	10% (paper 5%, presentations 5%)
Class Participation & In-Class Exercise	Individual or in-pair	In-class Open book, open note	See class schedule	7% (7 @ 1%) (will be taken 9 times, 1% each, drop 2 lowest)
Readings		Outside of class time	See class schedule	-

Class participation refers to: regular class attendance, contributing positively, regularly, and significantly to class discussion, being well-prepared for class, as well as the timely and careful completion of assigned homework and exercises. While some assignments will not be collected, other in-class exercise (to be will be collected and graded. The course grade is based on a straight scale as follows:

- A: 90.0+
- B: 80.0 – Less than 90.0

C: 70.0 – Less than 80.0

U: Less than 70.0

Please note that March 19, 2019 11:59 pm is the deadline to withdraw from a course and retain others.

Group Assignments

You will be required to complete two types of group assignments. You will need to form a group (team) of 4-5 students consisting of students enrolled in this section of this course. Groups may not have fewer than 4 members or more than 5 members. 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, as the instructor, I can assist in the formation of the groups.

The groups will need to be formed and their proposed composition communicated by e-mail to me by Sunday, January 20, 2019. 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. In the email, please include full names of all group members and group name. On Monday, January 21, 2019, I will create group in Canvas for you.

Homework

The first group assignment is the homework which is listed in the Tentative Schedule with its due dates.

- There are three homework assignments for each group. Each group submits one hard copy or upload the submissions on Canvas.
- Each homework assignment must be submitted by 11:59pm on its due day. No late homework submission will be accepted. Homework due dates can be found on the class schedule.
- You should provide formula, steps, or reasons to support your solution. Homework submission with only the final solution will not be given any credit.

Research Report

The second group assignment is a research report on a topic in operations management. One topic will be assigned to each group. In preparing the report, position yourself as an analyst or consultant who is presenting the analysis and making recommendations to the manager.

For example, you can talk about Whole Food supply chain process, the process you think it could be improved. Briefly talk about the supply chain process used in your selected industry and benchmark the process with other companies. Conclude the paper with your finding and recommendations. If none of your group members work for business organizations. You can pick any company of your interest.

The findings will be reported in two ways:

1. each group will submit one written report,
2. each group will present the topic to the class. The summary must be two or less single-spaced pages of major findings.

In addition to the two-page summary, provide references and certify that it is your own work. I will provide the sample wording on Canvas.

The presentations, the reports, and the summaries will be graded. 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. Supply Chain Risk Management
6. Manufacturing Strategy

Groups can also suggest topics in Operations Management of interest to them. I will provide each group with some references on each topic.

Individual Assignments

Exams

All exams will be in-class and closed-book/closed-notes. One 8.5×11 page of notes is allowed. Each exam will be reviewed only once and in class. Exams 1-3 are not cumulative, i.e., they cover only the material covered in the corresponding course unit. Each exam includes multiple question types: problem-solving, short-answer, multiple choice, for example.

Quizzes

There are four online quizzes to be taken on the dates specified on the tentative course schedule. These quizzes are open book and open notes with duration of 45 minutes. Each quiz will have 10-15 multiple choice questions. After you submit the quiz, your grade will be displayed but you will not see the correct answers. The key will be posted on Canvas after the quiz's end date.

Make-up Assignment Policy

At most one make-up exam will be granted for each student for Exams 1-3 if you have a valid excuse (illness, work, emergency, etc.). You need to provide the relevant documentation to be allowed to take the makeup exam.

At most one make-up quiz will be granted for each student for quizzes 1-4 if you have a valid excuse (e.g., due to illness, work, emergency, etc., you are not available on those three days when the quiz is opened). You need to provide the relevant documentation to be allowed to take the makeup quiz.

There is no make-up or extension for group assignments.

Attendance

You are expected to attend punctually all scheduled sessions and are responsible for completing the work from all of the class meetings. Attendance will be counted towards class participation points. You are responsible for any material covered, announcements made, assignments passed out, and any other type of work you may miss during any absence from class. The exams may contain material that is not in the slides but was covered in the class.

Incomplete Grade Policy

Receiving a grade of incomplete ("I") is not based solely on a student's failure to complete work or as a means of raising his/her grade by doing additional work after the grade report time. An incomplete grade can be given only when a student has a serious medical problem or other extenuating circumstance that legitimately prevents completion of required work by the due date. In any case, for a student to receive an 'I' grade, the student's work to date should be passing, he/she must have completed a significant portion of the course, and the student must provide proper written proof (e.g., a doctor's note) of the extenuating circumstances.

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.

Grade 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 professor in writing within **7 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.

Academic Integrity

As a program that helps to create business and government leaders, the College of Business has an obligation to ensure academic integrity is of the highest standards. Standards of academic integrity will be enforced in this course.

University regulations will be strictly enforced in all cases of academic irregularities, cheating or plagiarism or any variations thereof. Students assume full responsibility for the content and integrity of the academic work they submit. The guiding principle of academic integrity shall be that a student's submitted work, examinations, reports, and projects must be his/her own work.

UNCC students have the responsibility to be familiar with and to observe the requirements of The UNCC Code of Student Academic Integrity (see the Catalog and also <http://integrity.uncc.edu/>). This code forbids cheating, fabrication or falsification of information, multiple submission of academic work, plagiarism of written materials and software projects, abuse of academic materials (such as library books on reserve), and complicity in academic dishonesty (helping others to violate the code). Additional examples of violation of the Code include:

- Representing the work of others as your own.
- Using or obtaining unauthorized assistance in any academic work.
- Giving unauthorized assistance to other students.
- Modifying, without instructor approval, an examination, paper, record, or report for the purpose of obtaining additional credit.
- Misrepresenting the content of submitted work.

Students are expected to report cases of academic dishonesty they become aware of to the course instructor who is responsible for dealing with them.

For this course, it is permissible to assist classmates in general discussions about the homework. General advice and interaction are encouraged. Each person, however, must develop his or her own solutions to the assigned homework and laboratory exercises. 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.

Students who violate the code can be punished to the extent of being permanently expelled from UNCC and having this fact recorded on their official transcripts. The normal penalty is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases, the course grade is reduced to "F."

If you are unclear about whether a particular situation may constitute an honor code violation, you should meet me to discuss the situation. Feel free to discuss the definition of cheating and/or plagiarism with me if you are unclear on these terms or have questions about the acceptability of a particular type of action. The instructor may ask students to produce identification at examinations and may require students to demonstrate that graded assignments completed outside of class are their own work.

Accommodation for Disabilities

UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please provide a letter of accommodation from Disability Services early in the semester. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 or visit their office in Fretwell 230.

Religious Accommodation for Students Policy

The instructor will observe University Policy 409 (<https://legal.uncc.edu/policies/up-409>) on matters of 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 instruction).

Tentative Schedule

Note: There are likely to be additional required readings that are not listed in the syllabus and that will also be assigned during the semester. It is important to check the class (Canvas) web site regularly to keep apprised of assigned articles and homework problems, as well as revisions to this syllabus.

We have 17 weeks in total – one is spring break, three are exams, and 13 will be in-class meetings. Out of 13 in-class meetings, only 9 will be counted toward class participation grade.

Week	Reading	Topic	Due
1 1/10 (FTF)	Ch: 1 & 2	Course Overview Introduction to Operations Management Competitiveness, strategy, and productivity	
2 1/17 (FTF)	Ch: 3	Competitiveness, strategy, and productivity (Continue, if needed) Forecasting	Group Formation via email by Sunday 1/20
3 1/24	Ch: 3	Forecasting Lab using Excel (and may be Tableau and SAS) Bring your own device Group work (homework / research report)	
4 1/31 (FTF)	Ch: 6	Process selection and facility layout	Quiz 1: Ch 1, 2, and 3
5 2/7 (FTF)	Ch: 10 Article 2	Quality Management and control Discussion of Article 2	
6 2/14	Ch. 10	Ch. 6 & 10 Problem Solving (ungraded homework) Watch assigned videos Group work (homework / research report)	HW 1 due by Sunday 2/17

Week	Reading	Topic	Due
7 2/21 (FTF)	Ch: 13	Inventory Management	Quiz 2: Ch. 6 & 10
8 2/28		Exam I - Competitiveness, strategy, and productivity; Forecasting; Process selection and facility layout Ch. 1, 2, 3, 6 & corresponding class note	
9 3/7	Spring Recess - No Classes		
10 3/17 (FTF)	Ch: 17	Project Management	Quiz 3: Ch 13
11 3/21		Ch. 17 Problem Solving Group work (homework / research report)	HW 2 due by Sunday 3/24
12 3/28 (FTF)	Ch: 18	Management of Waiting Lines	
13 4/4	Ch: 18	Exam II – Quality management and control; Inventory management Ch. 10, 13 & corresponding class notes	
14 4/11	-	Chapter 18 Problem Solving Group work (homework / research report)	Quiz 4: Ch 17 and 18
15 4/18 (FTF)	Articles 1 & 3	Special Topic: Blockchain and Supply Chain Management Discussion of Article 1 Discussion of Article 3	HW 3 due by Sunday 4/21
16 4/25 (FTF)		Group presentation	
17 5/2		Exam III – Project management; Management of waiting lines Ch. 17, 18 and corresponding class notes	

(FTF) designates in-class meetings with graded class-participation