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

Office Hours:  
Wednesday: 4:30 – 5:30 pm (Faculty Offices 7th Floor, CCB)  
Mon., Wed., and Fri.: 12:05 – 1:20 pm and by appointment (Room 254A, Friday Building, 2nd Floor, Main Campus)

Required Texts:  

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

Cases and Readings:  

Readings:  


Cases:  

C3: 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

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.

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

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 develop increased 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.

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

Grading Policies:
Grading Policy:
Following letter grades will be used:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>90.0 – 100%</td>
</tr>
<tr>
<td>B</td>
<td>80.0 – 89.99%</td>
</tr>
</tbody>
</table>
Student performance in the course will be weighted as follows:

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam #1</td>
<td>20%</td>
</tr>
<tr>
<td>Exam #2</td>
<td>20%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Group Assignments (Homework, Assigned Case Discussions, Topic Research, etc.)</td>
<td>35%</td>
</tr>
<tr>
<td>Class Participation (Readings, Case/Class Discussion, Attendance, etc.)</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Assignment, Exams, etc.**

**Examinations:**
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 each exam will be up to 2 hrs.

**Group Assignments:**
There are three types of group assignments: Homework, Short Case Discussions, and Research on Topics in Operations Management.

Instructor will assign you to a group on the first day of the class. Each group will have up to 5-6 students. It is hoped that with random assignment of group you will have an opportunity to work with different members of the class and build better connections with each other. At the end of the course the instructor may seek input from group members regarding the contribution of each group member's participation and that feedback 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 will be shown on the Canvas course website.
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 class or the office hours.

**Short Case Discussions:**
1. Short cases are case exercises taken from the textbook to better understand the course materials and concepts.
2. Some of the class sessions will be used for short case discussions.
3. Short cases will be assigned to student groups and will be prepared and presented by them during the semester.
4. Maximum time allotted for short case presentation is 15 minutes which includes at least 4-6 minutes for Q/A and interaction.
5. Presenting student group will be required to lead the case discussion and submit a **written report** (not to exceed 3 pages) as well as a **copy of their presentation** to the instructor before the start of the class session.

6. Student groups are encouraged to use suitable audio visuals during the short case presentations.

7. Every student is expected to read the short case before the class session and come prepared to participate.

8. There is no one "correct" solution for each short case. Emphasis will be on application of concepts within the framework of this course and your real-world experience. State all the assumptions made and provide clear approach.

**Research Topics in Operations Management:**

The third 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 (9 – 10 pages long),
   b) A class presentation at the end of the semester, and
   c) A 2-3-page single-spaced summary of findings along with key references should be provided for sharing with the class.

2. Since the class will have 6-7 groups, each topic can be researched by more than one group.

3. The proposals, 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)/Lean Management in Different Industries
   b) Total Quality Management (TQM) and Continuous Improvement
   c) Sustainable Manufacturing/Operations Management
   d) Innovation in Supply Chain Management (SCM)
   e) Competing with Operations/Supply Chain Strategy
   f) Challenges and Opportunities of Global Operations Management
   g) Blockchain Applications in Supply Chain Management
   h) Machine Learning and Artificial Intelligence in Operations and Supply Chain Management

5. Each group will be required to submit a topics research proposal by the end of 3\textsuperscript{rd} or 4\textsuperscript{th} week of the semester.

**Readings:**

During some of the classes, students are assigned articles for reading. These article reprints are available from Atkins Library on the Charlotte campus or from Google Scholar 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 Course Canvas website by the required date by clicking the **assignment upload 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. For group assignments, only one submission for each group is needed.
5. Use standard software applications such as Microsoft Word or Excel to create your documents for submission.
6. Follow a consistent scheme for naming your submission files. Use your group number and then the document name for consistency.
7. Use identifiers such as HW for homework and chapter number to identify a certain chapter’s homework.
8. Be sure to include your names and group number inside the document, as well.
9. 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. **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. **Do not miss more than 25% of class time since a minimum of 75% attendance records is required, as per the Belk College of Business policy.**

**You must attend at least 50% of classes to receive any credit for participation.**

**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 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.

**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. Cellular phones and other communication devices must be silenced and stored away during class.

**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.

**Notes:**
1. Additional homework/cases may be assigned in class
2. 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 Canvas Course web site regularly to keep apprised of assigned homework problems, as well as revisions to this syllabus.

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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.

For this class, it is permissible to assist classmates in general discussions of computing techniques. General advice and interactions are encouraged. Each person, however, must develop his or her own solutions to the assigned homework and lab 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.

**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 instructor creates. 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 University Policy 406, the 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.

**Religious Accommodation for Students:**
The instructor will observe [University Policy – 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 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.

**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 “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:**
The schedule and assignments in this course are subject to change in the event of extenuating circumstances and at instructor’s discretion.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Textbook Chapters, Readings, and Cases</th>
<th>Activities/Short Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>08/21</td>
<td>Introduction to the Course</td>
<td>Chapter 1</td>
<td>Discuss Case, Reading, and Assignment guidelines, and expectations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Introduction to Operations Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>08/28</td>
<td>Competitiveness, Strategy, and Productivity; Forecasting</td>
<td>Chapters 2 and 3; R1</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>09/04</td>
<td>Forecasting</td>
<td>Chapter 3; R2</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>09/11</td>
<td>Capacity Planning; Process Selection and Facilities Layout</td>
<td>Chapters 5 and 6</td>
<td>Hazel (pp 37) and Hazel Revisited (pp 69) – Group #1</td>
</tr>
<tr>
<td>5</td>
<td>09/18</td>
<td>Process Selection and Facilities Layout</td>
<td>Chapter 6; C1</td>
<td>M&amp;L Manufacturing (pp 132) – Group #2</td>
</tr>
<tr>
<td>6</td>
<td>09/25</td>
<td>Exam #1</td>
<td>Chapters 1, 2, 3, 5, and 6</td>
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<tr>
<td></td>
<td></td>
<td>Management of Quality</td>
<td>Chapter 9</td>
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<tr>
<td>7</td>
<td>10/02</td>
<td>Management of Quality; Quality Control</td>
<td>Chapters 9 and 10; R3</td>
<td></td>
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<tr>
<td>8</td>
<td>10/09</td>
<td>Quality Control</td>
<td>Chapter 10; C2</td>
<td>Chic-n-Gravy Dinner Line (pp 405) – Group #3</td>
</tr>
<tr>
<td>9</td>
<td>10/16</td>
<td>MRP and ERP</td>
<td>Chapter 12</td>
<td>Tiger Tools (pp 454) – Group #4</td>
</tr>
<tr>
<td>10</td>
<td>10/23</td>
<td>MRP and ERP; JIT and Lean Operations</td>
<td>Chapters 12 and 14; R4</td>
<td>DMD Enterprises (pp 541) – Group #5</td>
</tr>
<tr>
<td>11</td>
<td>10/30</td>
<td>Exam #2</td>
<td>Chapters 9, 10, 12 and 14</td>
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<tr>
<td></td>
<td></td>
<td>Inventory Management</td>
<td>Chapter 3</td>
<td></td>
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<tr>
<td>12</td>
<td>11/06</td>
<td>Inventory Management</td>
<td>Chapter 13</td>
<td></td>
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<tr>
<td>13</td>
<td>11/13</td>
<td>Supply Chain Management; Project Management</td>
<td>Chapters 15 and 17; C3</td>
<td>Farmers Restaurant (pp 599) – Group #6</td>
</tr>
<tr>
<td>14</td>
<td>11/20</td>
<td>Project Management</td>
<td>Chapter 17</td>
<td>Time Please (pp 781) – Group #7</td>
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<tr>
<td>15</td>
<td>11/27</td>
<td>Thanksgiving Break</td>
<td></td>
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<tr>
<td>16</td>
<td>12/04</td>
<td>Group Project Presentations</td>
<td></td>
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<tr>
<td>17</td>
<td>12/11</td>
<td>Final Exam @ 5:00 pm</td>
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