MBAD 6141: Operations Management

Spring 2018

Thursday 5:30-8:15PM, Center City Building, Room 504

INSTRUCTOR INFORMATION

Dr. Xiuli He
Office: Room 352A, Friday Building, 3rd Floor
Email: xhe8@uncc.edu
Phone: 704-687-7629
Office Hours: Wednesdays, 2:00pm-4:00pm or by appointment

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.

LEARNING OBJECTIVES

- Understanding of the importance of operations management and the challenges.
- Understanding of various production processes and service systems.
- Acquired analytical capability to uncover problems and improvement opportunities in production or service processes and recommend process improvement along the dimensions of efficiency, quality and speed.
- Working with others to solve business operations problems.

COURSE MATERIALS

Reading Materials
- Case materials: There are three cases in this class. Cases be purchased from this link: http://cb.hbsp.harvard.edu/cbmp/access/73318482.
- Bring a calculator to each class. Space permitting laptop computers are allowed in class except for exams.
Course Website: [http://canvas.uncc.edu](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.

## COURSE ASSESSMENT

The course grades will be based on two exams, four homework assignments, class participation and three case reports.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Individual/Group</th>
<th>Due Date</th>
<th>% of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>Individual</td>
<td>3/1/2018</td>
<td>27%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>Individual</td>
<td>5/10/2018</td>
<td>35%</td>
</tr>
<tr>
<td>Homework Assignment</td>
<td>Group</td>
<td>See class schedule</td>
<td>16%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>Individual</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>Case Report</td>
<td>Group</td>
<td>See class schedule</td>
<td>12%</td>
</tr>
</tbody>
</table>

Letter grades are assigned as follows:

- A = 100-90
- B = 89-80
- C = 79-70
- U = 69-0

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.

## Exams

The two exams, Exam 1 (March 1st) and Exam 2 (May 10th), are **NOT cumulative**.

- Conflicts for the exams must be resolved before the exam dates. You should contact me at least two weeks prior to the exam date and let me know in writing. Last minute requests will not be accepted. 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.
- The exams may contain multiple choice, short answer, questions from cases or analytical problem solving.
- All exams are open book and notes. A calculator is required for each exam.

**Group Assignments:** Seven group assignments (3 case reports and 4 homework assignments) will be completed in self-selected groups of **three or four** members.

- It is your responsibility to form your groups and email the list of members to me by **9:00pm Jan. 18th**. If you cannot make the first two classes, please let me know in advance so that I
may be able to assign you to a group. Not having a group is NOT a reason for late submission of group assignment.

- For group assignment, a single grade is assigned to each group. Only one submission from a group member is required. On the first page, please remember to write full names of each group member who contributes to the answers. No credit will be given if the name is not shown on the submission.

**Group Homework**

Skill-building exercises will be assigned throughout the semester.

- There are **four** homework assignments for each group. Each group submits one hard copy or upload the submissions on Canvas.
- Each homework assignment must be submitted no later than **9:00pm** 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.

**“Re-grade” Requests**

Any request to re-grade any component of your submissions (assignment or exam or project) has to be made within **seven (7) days** after the grade has been posted on the Canvas. Given the speed with which the course progresses, any request beyond this deadline cannot be considered. The only exception to this rule is a documented emergency. Write a brief note explaining why you think there is an error in grading. Attach a copy of the graded assignment. The instructor reserves the right to re-grade the entire contents of any submitted assignment. Your grade may go up or down.

**Case Report**

There are three case reports for each group. Case analyses should have clear and concise problem statement. The analysis and recommendations must be supported by case facts; assumptions must be reasonable and clearly stated. In preparing the case report, position yourself as an analyst or consultant who is presenting the analysis and making recommendations to the manager.

Case write-ups must be **no more than 8 pages** (12-point font, 1inch margins on all sides, 1.5 line-spaced) in length, accompanied by three or fewer supporting exhibits if necessary.

**Each group needs to submit one report through email by 9:00PM on the day the case will be discussed.** Case analyses must be typed. Please keep a copy of your write-up for your own use during class discussion. Solutions to cases will not be distributed. Instead, we will rely on the class session associated with the assignment to bring out the most important issues.
Peer Evaluations of Group Assignments
- There will be peer evaluations of group assignments at the end of course. Grades of team assignments will be adjusted according to the consensus feedback from the peer evaluations.

Class Attendance & Participation:
You will be assigned ten points for your attendance & participation grade. Students are encouraged to attend every class since learning will be through case analysis, and discussions. Students’ contributions are highly expected to create and enhance a positive learning environment for this course. The student is required to seek prior approval from the professor before missing the class. In extreme situations, where this is not possible, the student should contact the professor immediately after missing a scheduled session. The professor may refuse approval for absence for any reason, including past attendance record and performance in class. Grading will be based on the quality and impact of your class participation. Voluntary class participation will consist of voluntary contributions and occasional cold calls, usually to answer open questions. Do not be afraid to make points that you may regard as minor, ask clarifying questions, or otherwise contribute in small ways. If you feel uncomfortable with being called on in class, please let me know in advance so that we can agree on an alternative mode of interaction.

You should think of the classroom as laboratory in which you can test your ability to convince your colleagues of the correctness of your approach to complex problems and of your ability to achieve the desired results through the use of that approach. Note that there will be questions about the cases in the exams.

Class Conduct
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. I would expect you to behave professionally and respectfully at all times during the 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 laptops, cell phones, beepers, etc. on “silent” mode during class.

Class Cancellation: In the event that I am unable to attend class or the University is closed unexpectedly, assume the material will be moved forward to the next meeting.
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 "U" in a course if you choose not to attend the class once you are enrolled. **The last day to withdraw from a course is March 19th, 2018.**

Incomplete Grade Policy

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 and the final grade reported within one calendar year from the date on which the “I” grade was recorded. The instructor assigning the “I” grade may specify a shorter time than one year for completion of the work and the assignment of a final grade. If the “I” is not removed during the specified time, a grade of “U” or “N” as appropriate is automatically assigned. Time extensions for the completion of an “I” beyond one year cannot be approved except by special request to the Graduate School under extraordinary circumstances. **The grade of “I” cannot be removed by enrolling again in the same course.**

Academic honesty/integrity

Students have the responsibility to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submission of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. Any special requirements or permission regarding academic integrity in this course will be stated by the instructor, and are binding on the students. Academic evaluations in this course include a judgment that the student’s work is free from academic dishonesty of any type, and grades in this course therefore should be and will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense 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. Copies of the code can be obtained from the Dean of Students Office. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the course instructor. For more detail and clarification on these items and on academic integrity, please review the UNCC Code of Student Academic Integrity (http://www.legal.uncc.edu/policies/ps-105.html).

DIVERSITY POLICY

*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 socio-economic status.*
# TENTATIVE COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Due</th>
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<tbody>
<tr>
<td>1/11</td>
<td>Course Overview &amp; Introduction &amp; Process Capacity</td>
<td>Ch1</td>
</tr>
<tr>
<td>1/18</td>
<td>Process View of the Organization</td>
<td>Ch2 &amp; Ch3 Group Formation</td>
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<tr>
<td>1/25</td>
<td><strong>Case 1: CRU Rental</strong></td>
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<td></td>
<td>o Managing variability: waiting time problems</td>
<td>Ch8</td>
</tr>
<tr>
<td>2/1</td>
<td>Quality Management and Control</td>
<td>Ch10 Case 1 report due</td>
</tr>
<tr>
<td>2/8</td>
<td>Quality Management and Control</td>
<td>Ch10 HW1 due</td>
</tr>
<tr>
<td>2/15</td>
<td><strong>Case 2: Proctor and Gamble case</strong></td>
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<tr>
<td></td>
<td>o The Link between Operations and Finance</td>
<td>Ch6 Case 2 report due</td>
</tr>
<tr>
<td>2/22</td>
<td>Lean Production and Exam Review</td>
<td>HW 2 due</td>
</tr>
<tr>
<td>3/1</td>
<td><strong>Exam 1</strong></td>
<td></td>
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<tr>
<td>3/8</td>
<td>Spring Break - No class</td>
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<tr>
<td>3/15</td>
<td>Forecast Demand and News Vendor Model</td>
<td>Ch12</td>
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<tr>
<td>3/22</td>
<td>News Vendor Performance Measure</td>
<td>Ch12</td>
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<tr>
<td>3/29</td>
<td>Assemble to Order, Make to Order and Quick Response</td>
<td>Ch13 HW3 Due</td>
</tr>
<tr>
<td>4/5</td>
<td>Order up to Model</td>
<td>Ch14</td>
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<tr>
<td>4/12</td>
<td><strong>Case 3: Sport Obermeyer</strong></td>
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<tr>
<td></td>
<td>o Risk Pooling Strategies</td>
<td>Ch15 Case 3 report due</td>
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<tr>
<td>4/19</td>
<td>Supply Chain Coordination</td>
<td>Ch17</td>
</tr>
<tr>
<td>4/26</td>
<td>Exam Review</td>
<td>HW4 Due</td>
</tr>
<tr>
<td>5/10</td>
<td><strong>Final Exam, Thursday, 5:00pm - 7:30 pm</strong></td>
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**Note:**
- These descriptions and timelines are **subject to change** at the discretion of the instructor.
- Check the updated final exam schedule for spring 2018: [http://registrar.uncc.edu/sites/registrar.uncc.edu/files/media/Fall%202016%20FE%20Table.pdf](http://registrar.uncc.edu/sites/registrar.uncc.edu/files/media/Fall%202016%20FE%20Table.pdf)