



**MBAD 6141-U91 - Operations Management**  
**Course Outline – Fall 2023**  
Last Update: August 23, 2023

**Instructor:** Dr. Andrew "Andy" Fraher, DBA, MBA

**email:** [afraher@uncc.edu](mailto:afraher@uncc.edu)

**Classroom:** Center City Building, Room 606

**Class Time:** Tuesdays, 5:30 PM – 8:15 PM

**Office Hours:**

Center City Building 715B – Tuesdays 4:00 PM – 5:00 PM

Other times by appointment

<https://uncc.zoom.us/j/9506753956?pwd=NXNXcHJSM3gycWJpc0NRNi9MZjJ3QT09>

Meeting ID 950 675 3956

Passcode 25489743

**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 outlined in this syllabus may be modified at any time by the instructor. Notice of such changes will be by an announcement in the class and/or posted on the Course Canvas website.

**Course Description:**

Operations management studies how organizations transform, produce, and deliver value to the customer, client, or user of the product or service created by the organization. It involves planning, organizing, and managing resources to produce goods and services to meet the organization's strategic goals. The operations (or production) function is an integral part of every organization; the well-trained MBA must be familiar with and conversant with the myriad issues arising in this functional area. This course is devoted to studying the operations function – specifically, understanding how to effectively and efficiently manage the provision of goods and services and improving processes so they can fulfill (or surpass) the ever-increasing customer demands for higher performance levels. 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 an increased awareness of how the operations function interfaces with other functional areas of the organization.
2. Understanding the strategic role of the operations function as a critical factor in establishing an organization's competitiveness in the global marketplace.
3. Become familiar with the various challenges, issues, and problems in managing manufacturing and service operations. 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 must regularly access the Canvas Course website at <https://canvas.uncc.edu> 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.

## Technology Requirements:

All MBAD students are required to have their own laptop computers. In addition, your laptop must have a working webcam and a microphone. Please ensure that your computer can access the web pages and other materials posted on Canvas and that your workplace has no network access restrictions.

## Materials:

### Textbook

Operations Management, by W. J. Stevenson, 14/e, 2021. Hardcover ISBN13: 9781260238891, Ebook ISBN13: 9781260718447

### Additional Reading and Cases

Link to purchase: <https://hbsp.harvard.edu/import/1054439>

Note that cases may be available on the Atkins website (<https://library.charlotte.edu/>)

### Optional Reading:

Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant, 3. Reconstruct Market Boundaries

W. Chan Kim, Renee A. Mauborgne

Pub Date: Feb 3, 2015

### Required Cases:

C1: Wawa: Retailing Reinvented Through Blue Ocean Strategy

W. Chan Kim, Renee Mauborgne, Michael Olenick

Pub Date: June 25, 2018(Revised: February 1, 2020)

C2: Germagic: Six Sigma Quality in the Making

Ronald Lau

Pub Date: August 3, 2021

C3: University of Chicago Medicine: Transformation and Sustainment of the Supply Chain and Adapting to COVID-19

John Nicholas, Atanas Ilchev, Hussam Bachour

Pub Date: October 28, 2021

### Software

Microsoft Excel will be used to solve some problems in the textbook. The instructor will demonstrate the how-to in class, and students are encouraged to use Excel in completing homework problems where applicable.

Download Office 365 ProPlus Education at <http://software.uncc.edu/>

MS Excel is available in the UNCC Virtual Application system: <http://apporto.uncc.edu/>

## Grading Policies:

Following letter grades will be used:

Letter Grade	Points
A	900 or more
B	800 to 899
C	700 to 799
U	699 or less

Student performance in the course will be weighted as follows:

Assignments	Submission	Points
<b>Individual</b>		<b>660</b>
Exams (3 x 200)	Canvas file upload and MC quiz Open book with time limit	600
Quizzes (3 x 20)	Canvas – MC quiz Open-book with time limit, up to three attempts	60
<b>Group</b>		<b>340</b>
Three Homework (3 x 60)	Canvas File Upload	180
Case Analysis Discussion (3 X 20)	Canvas file upload and graded discussion	60
Topic Research Written Report (70) Presentation (30)	Canvas file upload	100
<b>Total</b>		<b>1,000</b>

### Individual Assignments

#### Examinations:

The course will have three exams – Exam 1, Exam 2, and Exam 3. The exams will be given as scheduled in the syllabus. Exams are not cumulative. Exam 3 will take the place of the Final Exam.

#### Quizzes:

There are three online quizzes, each due before its corresponding exam. All quizzes and their due date will be posted in Canvas on the Assignments page. The purpose of the quizzes is to help students prepare for the exam. Question types include multiple-choice and short answers. Students have up to three attempts to complete the quizzes. Only the first attempt is required, and the highest score is counted. Students who wish to use all three must do so before the due date.

### Group Assignments:

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

The instructor will assign you to a group by the third week of class. Each group will have 3-4 students. It is hoped that with a random assignment of groups, you will have an opportunity to work with different class members and build better connections with each other. During the course, the instructor will seek input from group members regarding the contribution of each group member's participation in each group assignment. Feedback will be incorporated into determining each member's assignment scores. Details of the peer feedback process are listed below.

#### Homework:

1. Chapter problems and short cases will be assigned as Homework for some weeks. Homework due dates will be shown on the Canvas course website. All chapter problems are required.
2. Homework will be graded both on attempt and correctness. The results will be posted in your grade book. Problem solutions will be posted whenever appropriate. It is recommended that all group members review their submissions and practice on problems when possible. If you need help understanding the materials, please bring them up during class or during office hours.
3. The objective of the Homework is for students to solve quantitative problems in a team setting, learn from peers and prepare for the exams. Additionally, exam problems, in some cases, are similar to homework problems.

#### Harvard Business Review Case Discussions:

1. Part I. Read and analyze the cases and submit your answers/analysis using the template provided in Canvas.
2. Part II. Read the summarized analyses of the cases and submit your responses to all questions in the analyses for two groups in Canvas by the due date. Group analyses will be available the morning after they are due.
3. The instructor will discuss the case in class to maximize feedback and learning. Please review your team's analysis and responses, as the instructor may ask groups to comment on their submissions.
4. Submissions will be graded on completeness and accuracy. Please be courteous in your response.

### **Research Topics in Operations Management:**

The third group assignment is a research report on a topic in Operations Management. Groups are required to research Operations Management topics. There are several approaches you can take, (1) starting with an operations problem(s) at work and researching a solution(s), or (2) Taking the role of a consultant trying to sell a solution to a firm.

Submissions include:

- a) A proposal: a problem you want to solve, or a process you want to improve, and the topic or possible solution you wish to research.
- b) A 2-3-page single-spaced summary of findings using MLA or APA references
- c) A presentation file (e.g., PowerPoint) to be used for a class presentation at the end of the semester

Items are to be uploaded to Canvas by the due dates.

Topics of interest include (you can suggest a topic that is not 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 or the Service Industry
- h) Machine Learning and Artificial Intelligence in Operations and Supply Chain Management

### **Project Participation & Peer Feedback Policy**

It is critical to the group's success that no group member free-rides on the efforts of the other group members. The following specific procedure will be used to ensure fair grading for group work. Please read it carefully and let me know if you have questions or concerns.

**Peer feedback process:** At the end of each group assignment, each student will be allowed to provide participation feedback for each group member voluntarily. The feedback form is available in the module for each group assignment. The feedback score is calculated on a scale from 1 to 10. If you do not want to provide this feedback, I will assume that you have given each group member a total participation score of 10. The feedback received from the group for each team member will be averaged. If only some group members give feedback and others don't, I will assume a participation score of 10 for the non-reporting members. Students who receive an average participation score of less than 4 out of 10 will get a ZERO for that group assignment, regardless of the group grade. Students who receive an average feedback score  $\geq 4$  and  $< 7$  will receive the original group grade times the average feedback score / 10. Students with an average feedback score  $\geq 7$  will receive 100% of the original group grade. The above feedback policy will apply only to group work grades.

Please take the above policy seriously since unsatisfactory feedback due to inadequate or lack of participation in the group work may reduce your overall course grade by a letter grade. At a minimum, you should be in touch with all your team members. Each team member is responsible for proactively engaging and working with others. Do not wait for someone from the team to pursue or engage with you for the project work actively. Please contact me if you need clarification regarding the group feedback policy. If there are issues, you must resolve them with your group. If you cannot work it out, please have your group schedule a meeting with me to discuss the issue. Please note that the group has the final decision on how to proceed.

### **General Guidelines for Submissions to Instructor:**

1. Submissions must be submitted on the Course Canvas website by the required date by clicking the assignment upload link and the submit button.
2. Please combine work into a *single file* in the order of the questions/problems.
3. Email attachments will not be accepted for assignments unless authorized by the instructor.
4. For group assignments, only one submission per group is required. Please ensure you coordinate who will submit your group's work. Note that subsequent submissions will overwrite the previous version. If submitting more than one document, please submit all documents simultaneously.

5. Use standard software applications such as Microsoft Word or Excel to create your documents for submission. Please do not submit Acrobat (pdf) files.
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 particular chapter's Homework.
8. Include your names and group number in the document.
9. Late assignments will only be accepted with prior arrangements with the instructor. No assignment will be accepted that is later than one day.

**Class Cancellation:**

If the instructor cannot attend class or the University is closed unexpectedly, assume the course material will be moved forward to the next meeting. If the course moves to an online format, unforeseen technical issues may prevent the instructor or a student from continuing. If the instructor cannot continue after 15 minutes due to technical problems, that session will end, and the materials will be pushed to the following session. If students cannot continue in the class due to technical issues, they must inform the instructor via email as soon as possible. The student is additionally responsible for getting any class notes from classmates.

**Class Conduct:**

Disruptive behavior in the class distracts other students' ability to benefit from the in-class experience and will not be tolerated. Please keep all electronic and telecom equipment, such as cell phones, tablets, beepers, etc., on "silent" mode during class and sidebar conversations to a minimum.

**Extra Credit Work:**

No EXTRA CREDIT work will be offered for any individual or group during the semester. Please do not request any extra credit opportunities to improve your grade later in the semester.

Notes:

1. Additional homework/cases may be assigned in class
2. There may be other required readings that are not listed in the syllabus and that will be assigned during the semester. It is essential to check the Canvas Course website regularly to keep apprised of assigned homework problems and revisions to this syllabus.

**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 individually. This requirement may also be extended to specific assignments and will be specified 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 a previous year or semester or that might be available on the Internet. This practice is strictly prohibited under all circumstances and unequivocally violates the Code of Student Integrity. Group projects involve a cooperative effort, and everyone is required to contribute to the assignment. The peer evaluations after each group assignment provide an opportunity to assess individual group members' contributions.

For this class, it is permissible to assist classmates in discussing computing techniques, and general advice and interactions are encouraged. Students may not "work together" on graded assignments, as 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 their own. If you need help on an assignment, contact your instructor or the TA, not other classmates. Any further requirements or permission regarding academic integrity in this course will be stated by the instructor and are binding on the students in this course. Please review the Academic Integrity module in Canvas for additional information.

**Ownership of Course Materials:**

The instructor's lectures and course materials, including presentations, tests, quizzes, exams, videos, outlines, and similar materials, are protected by copyright. The instructor is the exclusive copyright owner for those materials created by the instructor. You are encouraged to take notes and make copies of course materials for your own

educational use. However, you may not, nor may you knowingly allow others to reproduce or distribute course materials publicly without the instructor's express written consent. This requirement 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 the 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 for 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 at 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 semester's census date (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 the instructor's discretion.

**MBAD-6141 Course Schedule**  
**Fall 2023**  
**Tuesdays 5:30-8:15 PM**

<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Assignment</b>	<b>Due Date</b>
1	8/22	Introduction to the Course Introduction to Operations Management		
2	8/29	Competitiveness, Strategy, and Productivity Forecasting		
3	9/5	Forecasting		
4	9/12	Capacity Planning; Process Selection and Facilities Layout	Case 1 Analysis Case 1 Response	9/15 9/17
5	9/19	Case 1 Study Review, Group Work	HW 1 Quiz 1	9/22 9/24
6	9/26	<b>Exam 1</b>		
7	10/3	Management of Quality; Quality Control	Research Topic Proposal	10/8
8	10/10	Process Capability, MRP and ERP	Case 2 Analysis Case 2 Response	10/13 10/15
9	10/17	Case 2 Study Review, Group Work	HW 2 Quiz 2	10/20 10/22
10	10/24	<b>NO CLASS – FALL RECESS</b>		
11	10/31	<b>Exam 2</b>		
12	11/7	Inventory Management		
13	11/14	Inventory Management (if needed) Supply Chain Management Project Management (Part 1)	Case 3 Analysis Case 3 Response	11/17 11/19
14	11/21	Project Management (Part 2)		
15	11/28	Case 3 Study Review, Group Work	Project Paper Presentation HW 3 Quiz 3	11/30 12/3 12/1 12/3
16	12/5	Group Presentations		
17	12/12	<b>Exam 3</b>		
18	12/18	Academic Year Ends Grades due by noon		