



MBAD 6141 - Operations Management
Course Outline – Spring 2021
Last Update: January 28, 2021

Instructor: Andrew “Andy” Fraher, D.B.A

email: afraher@uncc.edu

Classroom: Virtual

Class Time: Thursdays, 5:30 pm – 8:15 PM

Office Hours:

Thursdays 4:00 pm – 5:00 pm on Zoom, 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 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 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 syllabus, and other announcements of general interest.

Technology Requirements:

Remote sessions: The classes the entire semester will be held online. You must join the class online via the zoom links posted on Canvas for the classes during the above period.

Laptop requirement: All MBAD students are required to have their own laptop computer. In addition, your laptop must have a working webcam and a microphone. Please make sure that your laptop can access the webpages and other materials posted on Canvas and that there are no network access restrictions installed by your workplace. If so, you may find having your personal laptop saves a lot of issues relating to doing work in class.

DO NOT JOIN ONLINE CLASSES WHILE DRIVING. IT IS ABSOLUTELY UNSAFE & UNWISE.

Materials:**Textbook**

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

Additional Reading and Cases

Link to purchase: <https://hbsp.harvard.edu/import/795428>

Optional Reading: Chapter

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

Cases:

C1: Wawa: Retailing Reinvented Through Blue Ocean Strategy

W. Chan Kim, Renee Mauborgne, Michael Olenick

Pub Date: Jun 25, 2018(Revised: Feb 1, 2020)

C2: Apollo Hospitals: Differentiation through Hospitality

Suhruta Kulkarni, Kripa Makhija, Unnikrishnan Dinesh Kumar

Pub Date: Jun 1, 2013

C3: Implementing LEAN Operations at Caesars Casinos

Nancy L. Hyer, Brad Hirsch, Karen A. Brown

Pub Date: Dec 18, 2014

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 and Tableau Desktop are 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
Individual		660
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
Group		340
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 (50) In class presentation (25) Peer review (25)	Canvas file upload, in-class presentation and discussion	100
Total		1,000

Individual Assignments

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. Exams are not cumulative.

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 for students to prepare for the exam. Question types include multiple-choices and short answer. Students have up to three attempts to complete the quizzes. Only the first attempt is required, and the highest score is counted. If a student wish to use all three, he/she 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.

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 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 will 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 peer review score.

Homework:

1. Chapter problems and short cases will be assigned as homework during 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. Correct solutions 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.
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.

Short Case Discussions:

1. Part I. Read and analyze the three cases and submit your answers/analysis in Canvas before it's due. This part will be graded on completed submission and accuracy.
2. Part II. In Canvas Discussion board, each group will give constructive responses to at least two other groups.
3. The instructor will go over the case and answers briefly in class to maximize feedback.

Research Topics in Operations Management:

The third group assignment is a research report on a topic in Operations Management. Groups are required to research a topic in the context of Operations Management. There are a few approaches you can take. One is starting with an operations problem(s) at work and research for a solution(s). Two is 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 want to research.
- b) A presentation file (e.g., PowerPoint)
- c) A 2-3-page single-spaced summary of findings along with key references should be provided for sharing with the class
- d) A class presentation at the end of the semester
- e) A group peer review

Items a), b), and c) and e) are to be uploaded to Canvas by the due dates.

Topics of interest include (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 or the Service Industry
- h) Machine Learning and Artificial Intelligence in Operations and Supply Chain Management

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.

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. As this course is entirely online, there may be unforeseen technical issues that can prevent either the instructor or student from continuing. If, due to technical issues the instructor is unable to continue after 15 minutes, that session will end and the materials will be pushed to the following session. If a student 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 fellow classmates.

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, instant messaging, 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. Please keep all electronic and telecom equipment such as cell phones, tablets, beepers, etc. on "silent" mode during class. Classes are conducted entirely online, and as such students and the instructor may be participating from a variety of locations. Ideally, students will fully engage with the class via video and audio, although students may choose to not activate audio and/or video due to personal or technical constraints, such as

limited bandwidth or no webcam. Zoom backgrounds are widely available, including university supplied media. If students do choose to use a background, they should not be offensive in any way to other students and are subject to the UNCC Code of Student Integrity.

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.

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.

COVID-19 Related Information**Niner Nation Cares**

All students must follow the updates and instructions related to Fall semester reopening posted on <http://ninernationcares.uncc.edu>. For your own health and safety and that of your friends and families, make sure to adhere to the health and safety guidelines posted on the above links. Please do not treat these guidelines lightly.

Absences Related to COVID-19

If you are absent from class as a result of a COVID-19 diagnosis or quarantine, please notify your instructor immediately and seek instructions to help you continue to make progress in the course. The specific instructions for this situation will be provided on a case-by-case basis. The final decision for approval of all absences and missed work is determined by the instructor.

P/U Option

Unlike previous semesters, there are no planned grading exceptions due to COVID-19.

MBAD-6141 Course Schedule – Spring 2021

Thursday 5:30-8:15 PM

Week	Thursday	Topic	Assignment Due
1	1/21	Introduction to the Course Introduction to Operations Management	
2	1/28	Competitiveness, Strategy, and Productivity; Forecasting	
3	2/4	Forecasting	
4	2/11	Spring Recess - No Classes	
5	2/18	Capacity Planning; Process Selection and Facilities Layout	Case 1
6	2/25	Exam Study Guide, Group Work	HW 1, Quiz 1
7	3/4	Exam 1	Exam 1
8	3/11	Management of Quality; Quality Control	
9	3/18	Quality Control, MRP and ERP	Topic Research (proposal), Case 2
10	3/25	Exam Study Guide, Group Work	HW 2, Quiz 2
11	4/1	Exam 2	Exam 2
12	4/8	Inventory Management	
13	4/15	Supply Chain Management; Project Management	Case 3
14	4/22	Project Management, Exam Study Guide, Group Work	HW 3, Quiz 3
15	4/29	Group Presentations	Topic Research (summary, presentation and peer review)
16	5/6	Reading Day – No classes	
17	5/13	Exam 3	Exam 3
18	5/17	Academic Year Ends Grades due by noon	