MBAD 6141 U01 – Operations Management
Course Outline
Fall 2013

Instructor:  Professor Moutaz Khouja
Friday 351C
704-687-7653
mjkhouja@uncc.edu

Office Hours:  Center City Building: Wednesday 11:20 am– 12:20 pm.
Main Campus: Tuesday and Thursday 2:00 pm- 3:00 pm.
Additional times are also available by appointment.

Course Material:

Textbook:

Readings and cases:


Other course materials including PowerPoint presentations will be provided on the course’s Moodle 2 website at: https://moodle2.uncc.edu/login/.

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 to:

i) introduce the functional area of operations and to increase awareness of how operations interface with the other functional areas of an organization.

ii) 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.

iii) 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) become familiar with recent technological advances that directly affect operations management.

Class Web Site:
You are required to regularly access the Moodle 2 class web site (https://moodle2.uncc.edu/login/). In addition to containing helpful information, Moodle will be used to communicate information on assignments, changes to the syllabus, and other announcements of general interest.

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.

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

(1) Class Participation (discussion of cases, homework, readings) 15%
(2) Midterm Exam 30%
(3) Group Assignments (homework, readings, cases) 25%
(4) Final Exam 30%

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 homework assignments will not be collected, other homework (shown in the table below) and cases 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

Withdrawal from Class:
The last day to withdraw from a course with a 'W' grade and retain other courses is October 28, 2013.

Group Assignments:
You will be required to complete few group assignments. You will need to form a group (team) of 3 or 4 students consisting of students enrolled in this section of this course. Groups may not have fewer than 3 members or more than 4 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 **Wednesday, August 28, 5:00 pm**. Please 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. Input from group members with regard to the contribution of each group member’s participation will be incorporated into determining each member’s score.

Each group is responsible for presenting the answers to one of the cases from the textbook in 10-20 minutes. The cases will be assigned to the groups on **August 28, 2013**. Each group should turn in a maximum of two-page report for each short case **on the day it is scheduled to be discussed** and a maximum ten-page report for each long case **on the day indicated on the Tentative Course Schedule** below. Maximum page specifications are for double-spaced standard one-inch margins.

All cases and homework assignments are to be turned in electronically on Moodle 2. MS-Word or Excel format are acceptable. Each case should be contained in single file. Also, all homework problems due on a given day should be contained in a single file.

**Academic Integrity:**
Integrity is another core value of the Belk College. Students are responsible for knowing and observing the UNC Charlotte Code of Student Integrity ([http://www.legal.uncc.edu/policies/ps-105.html](http://www.legal.uncc.edu/policies/ps-105.html)). 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.
## Tentative Course Schedule

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 class (Moodle) web site regularly to keep apprised of assigned homework problems, as well as revisions to this syllabus.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Textbook Topic</th>
<th>Home Work Assignments</th>
<th>Readings, case presentations, and case write-ups due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8/21</td>
<td>Chapter 1 &amp; 2: Intro to Ops Management and Competitiveness, strategy, etc.</td>
<td>Discuss Home Work Expectations</td>
<td>Discuss Case and Reading guidelines and expectations</td>
</tr>
<tr>
<td>2</td>
<td>8/28</td>
<td>Chapter 3: Forecasting</td>
<td>Problems (p. 122): 2, 8, 18, 21, 25 - Due 9/25</td>
<td>Reading Discussion: &quot;Competing on resources&quot;</td>
</tr>
<tr>
<td>3</td>
<td>9/4</td>
<td>Chapter 3: (cont’d.)</td>
<td></td>
<td>Reading Discussion: &quot;Decoding the DNA of the Toyota Production System&quot;</td>
</tr>
<tr>
<td>4</td>
<td>9/11</td>
<td>Chapter 5 &amp; 6: Strategic Capacity Planning and Process Selection and Facility Layout</td>
<td>Problems (p. 278): 4, 6 - Due 9/25</td>
<td>Case Discussion: &quot;Shouldice Hospital Limited&quot;</td>
</tr>
<tr>
<td>5</td>
<td>9/18</td>
<td>Chapter 8 &amp; 9: Location Planning and Management of Quality</td>
<td>Problems (p. 359): 1, 4, 14 - Due 9/25 Problems (p. 413): 2, 8 - Due 9/25</td>
<td>Short Case: Hazel (p. 38) Short Case: Hazel Revisited (p. 69).</td>
</tr>
<tr>
<td>6</td>
<td>9/25</td>
<td>Chapter 10: Quality Control</td>
<td>Problems (p. 455): 1, 4, 7, 20, 24 - Due 10/02</td>
<td>Case Discussion: &quot;Hank Kolb&quot; Shouldice Hospital Limited&quot; write-up is due</td>
</tr>
<tr>
<td>7</td>
<td>10/2</td>
<td>Chapter 10 (cont’d.) &amp; Chapter 12 &amp; 13: MRP and ERP; and Inventory Management</td>
<td>Problems (p. 602): 2, 4, 11, 16, 26, 40 - Due 10/23</td>
<td>Short Case: M&amp;L Manufacturing (p. 130).</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Assignment</td>
<td>Notes</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>-------------------------------------------------</td>
<td>------------------------------------</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>10/9</td>
<td>Mid-term Exam</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>10/16</td>
<td>Chapter 12 &amp; 13 (cont'd.)</td>
<td>Short Case: Hello, Walmart? (p. 362).</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>10/23</td>
<td>Chapter 13 (cont'd.) &amp; Chapter 14: JIT and Lean Operations</td>
<td>Short Case: Tiger Tools (p. 460). &quot;Hank Kolb&quot; write-up is due</td>
<td></td>
</tr>
</tbody>
</table>
| 11   | 10/30  | Chapter 17: Project Management                  | Problems (p. 782): 2, 9, 12, 14, 16 - Due 11/20 | Case Discussion: "Campus Wedding (A) and (B)"
| 12   | 11/6   | Chapter 17 (cont'd.)                            | Short Case: Farmers Restaurant (p. 612). |
| 13   | 11/13  | Chapter 18: Management of Waiting Lines         | Problems (p. 827): 1, 2, 7, 8, 10 - Due 12/04 | Short Case: Level Operations (p. 652). |
| 14   | 11/20  | Chapter 18 (cont'd.)                            | Short Case: Time, Please (p. 790). "Campus Wedding (A) and (B)" write-up is due |
|      | 11/27  | Thanksgiving Break                              |                                    |
| 15   | 12/4   | Chapter 18 (cont'd.)                            | Short Case: Big Bank (p. 830).      |
| 16   | 12/11  | Final Exam 5:00-7:30 pm                         |                                    |