MBAD 6141 - Operations Management
Course Outline - Fall 2013

Instructor: Vinay Vasudev, Ph.D., CFPIM
e-mail: vkvasude@uncc.edu
Phone: (704) 491-1668

Office Hours: Center City Building: Tuesday 4:30 – 5:20 pm
Additional time available by appointment

Required Texts:
Other course materials including PowerPoint presentations will be provided on the Course Moodle2 website at: https://moodle.uncc.edu/login/index.php

Cases and Readings:
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 Moodle2 website at: https://moodle.uncc.edu/login/index.php
**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 to increase 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.

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<thead>
<tr>
<th>Course Syllabus:</th>
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<tbody>
<tr>
<td><strong>Week</strong></td>
<td><strong>Date</strong></td>
<td><strong>Textbook Topic</strong></td>
<td><strong>Home Work Assignments</strong></td>
<td><strong>Readings and Cases</strong></td>
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<tr>
<td>1</td>
<td>8/20</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>
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<tr>
<td>2</td>
<td>8/27</td>
<td>Chapter 3: Forecasting</td>
<td>Problems (p. 122-127): 2, 8, 18, 21, 25 - Due 9/17</td>
<td>Reading Discussion: &quot;Competing on Capabilities&quot;</td>
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<td>3</td>
<td>9/03</td>
<td>Chapter 3: (cont'd.)</td>
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<td>Reading Discussion: &quot;Decoding the DNA of the Toyota Production System&quot;</td>
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<td>4</td>
<td>9/10</td>
<td>Chapter 5 &amp; 6: Strategic Capacity Planning and Process Selection and Facility Layout</td>
<td>Problems (p. 218-279): 4, 6 - Due 9/24</td>
<td>Case Discussion: &quot;Shouldice Hospital Limited&quot; Write-up due 09/24</td>
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<td>Week</td>
<td>Date</td>
<td>Chapter(s)</td>
<td>Problems (p.)</td>
<td>Case/Assignment</td>
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<td>5</td>
<td>9/17</td>
<td>Chapter 8 &amp; 9: Location Planning and Management of Quality</td>
<td>Problems (p. 359-361): 1, 4, 14 – Due 10/1</td>
<td>Short Case: Hazel (p. 38) and Hazel Revisited (p. 69). Due 9/17</td>
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<td>Problems (p. 412-414): 2, 8 – Due 10/22</td>
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<td>6</td>
<td>9/24</td>
<td>Chapter 10: Quality Control</td>
<td>Problems (p. 455-459): 1, 4, 7, 20, 24 – Due 10/29</td>
<td>Case Discussion: &quot;Hank Kolb&quot; Write-up due 10/08</td>
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<td>7</td>
<td>10/01</td>
<td>Chapter 10 (cont’d.) &amp; Chapter 12 &amp; 13: MRP and ERP; and Inventory Management</td>
<td>Problems (p. 602-608): 2, 4, 11, 16, 26, 40 – Due 11/05</td>
<td>Short Case: M&amp;L Manufacturing (p. 130). Due 10/15</td>
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<td>8</td>
<td>10/08</td>
<td>Fall Recess</td>
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<td>9</td>
<td>10/15</td>
<td>Mid-term Exam</td>
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<td>10</td>
<td>10/22</td>
<td>Chapter 12 &amp; 13 (cont’d.)</td>
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<td>Short Case: Hello, Walmart? (p. 362). Due 10/22</td>
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<td></td>
<td>10/29</td>
<td>Chapter 13 (cont’d.) &amp; Chapter 14: JIT and Lean Operations</td>
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<td>Short Case: Tiger Tools (p. 460). Due 10/29</td>
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<td>11</td>
<td>11/05</td>
<td>Chapter 17: Project Management</td>
<td>Problems (p. 782-788): 2, 9, 12, 14, 16 – Due 11/19</td>
<td>Case Discussion: &quot;Campus Wedding (A) and (B)&quot; Write-up due 11/19</td>
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<td></td>
<td>11/12</td>
<td>Chapter 17 (cont’d.)</td>
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<td>Short Case: Farmers Restaurant (p. 612). Due 11/12</td>
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<td>12</td>
<td>11/19</td>
<td>Chapter 18: Management of Waiting Lines</td>
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<td>Short Case: Level Operations (p. 652). Due 11/19</td>
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<td></td>
<td>11/26</td>
<td>Chapter 18 (cont’d.)</td>
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<td>Short Case: Time, Please (p. 790). Due 11/26</td>
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<td>13</td>
<td>12/03</td>
<td>Chapter 18 (cont’d.)</td>
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<td>Short Case: Big Bank (p. 830). Due 12/03</td>
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<td>14</td>
<td>12/10</td>
<td>Final Exam – 5:00 to 7:30 pm</td>
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Grading Policies:

Grading Policy:

Following letter grades will be used:

- A 90.0 - 100
- B 80.0 - 89.99
- C 70.0 - 79.99
- U 69.99 AND BELOW

Student performance in the course will be weighted as follows:

- Final Exam - 30%
- Mid-term Exam - 30%
- Group Assignments (readings, case discussions, homework, etc.) - 25%
- Class Participation (readings, case discussions, homework, etc.) - 15%

Assignments, Exams, etc.

Examinations:

There will be two exams for the course - a mid-term and a final exam. The exams will be given as scheduled in the syllabus during the class period. Typical duration of the exam will be 2 hours.

Group Assignments:

You will be required to complete several group assignments. You will need to form a group (team) of 4 or 5 students consisting of students enrolled in this section of this course. Groups may not have fewer than 4 members or more than 5 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 28th. 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.

Homework Assignments:

1. Chapter problems will be assigned as homework during some weeks. Homework due dates are shown in the syllabus.
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 office hours.
Short Cases:

1. Some of the class sessions will be used for short case discussions.
2. Short cases are case exercises taken from the textbook to better understand the course materials and the concepts.
3. Short cases are part of your group assignments and will be prepared and presented by different groups during the semester.
4. Short cases are identified in the syllabus with their respective due dates. After we form groups in the class, each group will be assigned a short case.
5. Maximum time allotted for short case presentation is 20 minutes which includes at least 10 minutes for Q/A and interaction.
6. Everyone is expected to have read the short case before the class and be prepared for participation. Your participation will reflect on your class participation grades.
7. Presenting student team will be required to lead the case discussion and submit a written report before the start of the presentation. Written report should be 2-3 pages long with double spaces and standard one inch margins.
8. Student teams are encouraged to use suitable audio visuals during the short case presentations such as PowerPoint, etc.
9. There is no "correct" solution for each 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 a clear approach leading to answer to questions and recommendations.

Readings:

During some of the early classes, students are assigned articles for reading. These article reprints are available from Atkins Library 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. Student groups are required to write a case report and submit by two weeks after the discussion. Submission due dates are shown in the syllabus. Written report should be no more than 10 pages long with double spaces and standard one inch margins.

General Guidelines for Submissions to Instructor:

1. Submissions will need to be placed in the digital drop box on the Moodle2 website by the required date.
2. Each assignment submission must be a single file.
3. No assignment will be accepted as an e-mail attachment.
4. Use standard software applications such as Microsoft Word or Excel to create your documents for submission.
5. Follow a consistent scheme for naming your submission files. Use your group number and then the document name for consistency.
6. Use identifiers such as HW for homework and chapter number to identify a certain chapter’s homework.
7. Be sure to include your names and group number inside the document, as well.
8. The instructor will not accept any assignment, which is late by more than a week from the due date without prior arrangement with the instructor.

**Participation:**
Class 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. While some homework assignments will not be collected, other homework (shown in the table below) and cases will be collected and graded. Keep the instructor informed about your absences and any issues regarding class participation well in time.

**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.

**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.

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

**Disclaimer:**
The schedule and assignments in this course are subject to change in the event of extenuating circumstances.