
Course Name: Managing Your Organizations Operations

Course Number: MGMT 6180

Contact Information: Please use my UNCC email.

Term: Spring 2021

Course Day/Time: Online Synchronous, Monday 8:30 -11:15 AM

Instructor: Dr. Al Turovlin, CPA, CGMA

Email: aturovli@uncc.edu

Office Hours: Monday 1:30-2:30 or by appointment

Course Information

Format: This course will be taught utilizing hybrid in class and synchronous on-line format. Class will meet every other week in person.

Course Description and Prerequisites

Managing your Organizations Operations, MSMG 6180 is part of the Master of Science in Management, a full-time, one-year, 30 credit hour program. The fifth-year M.S. in Management program is designed for recent graduates without a business background who are interested in gaining marketable skills in functional areas of business. In this course, students will learn the fundamentals of operations management and educated future managers how to manage the end-to-end provisioning of goods and services from supplier to customer.

Course Learning Goals and Objectives

Upon completion of this course student will be able to:

- Apply supply chain design and integration concepts to the end-to-end process of production or services in an organization.
- Evaluate the impact of operational activities such as capacity planning, scheduling, inventory management, forecasting, and constraint management on the flow of goods in an organization's supply chain.
- Compare different quality metrics and methodologies such as Lean and Six Sigma to the management of an organization's operations.

Course Approach

- Although the instructor will be responsible for delivering basic concepts to students, textbook readings, supplemental readings, cases, lectures, class discussion, and student presentations will help to convey the main body of knowledge and to stimulate the desired critical thinking. The instructor will serve as catalyst, facilitator and evaluator in a collaborative learning experience. The most effective learning will result from your involvement in critical thinking through class discussions and presentations as well as through your homework assignments.

Required Course Materials

- Operations Management by Krajewski /Malhotra/Ritzman, (12th Edition preferred, but an old or new edition is acceptable) ISBN-13: 978-0134742205, ISBN-10: 0134742206

- Harvard Business Coursepack - Available for purchase at <https://hbsp.harvard.edu/import/776023>

To access the Coursepack's unique student link, students must complete a short registration process if they don't already have an account with the Harvard Business Publishing Education website. The registration process asks students to supply their names and email address and to create usernames and

passwords. Once a student creates an account, they are automatically redirected back to the Coursepack to acquire it.

Assessment & Grading

Each assignment is graded using a rubric and points. The rubrics are posted on the course site. Points are added and the total number of points are used to calculate the final grade in the course based on the percentages below.

Assessment	Percentage
Exam 1	10%
Exam 2	10%
Exam 3	10%
Group Project	30%
Group Presentation	10%
Case Studies	10%
Class Participation	5%
Discussions	15%
Total	100%

The point ranges for each course grade are:

Total Percentage Earned	Letter Grade
90% and Above	A
80% to 89%	B
70% to 79%	C
69% and below	F

Case Studies (10%)

- Case Studies will be utilized throughout the session to provide examples of the material in a format that provokes analysis, application of concepts, and identification of concepts. Cases are expected to have been read and analyzed before class with an outline of the relevant concepts and issues identified. The outline should identify those areas covered in the assigned readings. The outline is not a regurgitation of the readings. The outline should cover the following areas:
 - The problem setting and the intended purpose/objective of the case.
 - What are the key issues the case raises?
 - What are the key insights that you can retrieve from the case?
 - How is this case related to the assigned readings?
 - File naming convention: LastnameFI Week #.pptx where FI = first initial; W# of the week. For example, TurovlinA W1SD.pptx (This is the file for the slide deck for Al Turovlin for week 1). No.pdf files please.

Discussion (15%)

Discussion of topics is an important part of business and this course. Weekly, there will be three questions posted by Sunday night which will require a student's response. At least two out of the three questions must be responded to by Thursday night. In addition, each student will respond to at least two of their peer's postings by the following Sunday night.

To summarize, each week:

- Three questions, based on the readings, are posted by the instructor by Sunday night at 11:00 PM Eastern.

- Students post responses to two out of three questions by Thursday night at 11:00 PM Eastern.
- Students respond to at least two of their peer's postings by Sunday night at 11:00 PM Eastern.

A student's participation needs to be insightful and contribute to improving our collective understanding of the topics, cases, and reading materials. Simple yes/no answer or question will not be considered insightful and constructive participation must demonstrate understanding of the topics. Sharing personal experience is also encouraged. Both frequency and quality of participation are considered.

Class Participation (5%)

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.

Course Assignments

Exams (30%)

Three exams will be scheduled for the course, one after each module, each exam equal to 10% of the final grade. The exams will consist of multiple choice, true/false, short answer, and essay questions. The exams are non-cumulative and will cover assigned readings (chapters, articles, cases, and lectures).

Project (30%) plus Presentation (10%)

- The project is the development of an end-to-end approach for a new, hypothetical product. The class will be broken down into project teams with each team researching the supply chain to bring this product to market. The scenario will be discussed in-depth during the February 8th class.
- This is a group assignment to create and write an executive report and present to the "Steering Committee" consisting of the CEO and others as deemed necessary. The report should be no more than 10-pages long including title page, figures, and tables. Appropriate appendices and references can be added to the 10-page limit, as needed. The presentation should take no more than 30 minutes with the last five minutes available of Q&A. Project Teams will be assigned during the first week.
- Weekly Status Reports are required to be submitted to the Steering Committee with copies to the other project teams. Status reporting responsibilities are left to the project team but adherence to format must be consistently applied and content should be meaningful.
- The 30% assessment is allocated as follows:
 - 20% is based on the interaction based on the weekly status reports to the "Steering Committee"
 - 70% is based on content and the ability to present a clear and concise report.
 - 10% is a peer assessment based on overall effort, intellectual contribution, formatting, final presentation preparation, and ability to work with others. This will be completed after the presentation is complete and will require justification of ratings of 7 and below or a 10 (based on a 10-point scale). The individual ratings will be evaluated across the group for consistency and reliability.
- The presentation before the class is equal to 10% of the final grade. The presentation format is up to the project team, but ability to convey the problem, approach and research, and the recommendation in a clear and concise manner is the primary factor for evaluation. Participation by all members of the project team is required and adherence to the allotted time will be closely monitored.

Class Guidelines and Expectations

Ground Rules for the Class

I invite you to join me in creating and learning in a mutual learning environment. Mutual learning involves the following values: transparency, curiosity, informed choice, accountability, and compassion. To foster such an environment in this course here are some ground rules I suggest we follow (Schwarz, 2013, 79):

- State views and ask genuine questions

- Share all relevant information
- Use specific examples and agree on what important words mean
- Explain reasoning and intent
- Focus on interests, not positions
- Test assumptions and inferences
- Jointly design next steps
- Discuss undiscussable issues

Attendance and Participation Policy

Students are expected to actively participate in and constructively contribute to their own learning as well as the learning of others. Students are expected to inform the instructor of any expected absences. Consistent class attendance is a strong predictor of academic success. If you earn an F or U grade, your last date of attendance will be reported. This may require you to pay back any financial aid money received for this course. Students are responsible for the content of all assigned readings and lectures irrespective of attendance during the lesson.

Computer Skills and Digital Information Literacy Skills Expected

Students are expected to be proficient using Canvas as well as accessing, using, and creating MS Word, MS PowerPoint, MS Excel, and PDF documents. In addition, students will need to conduct online research of academic and professional literature using search engines and University library databases.

Communication Expectations

Students can expect to receive responses to emails within 48 hours. Feedback on assignments will be provided within 5 days.

Course Policies

Make-up Policy and Late-Work Policy

Assignments are due no later than the due dates. Late submission of work will result in having 10% deducted (rounded down to the closest point or half-point) for each day the assignment is late. For example, for an assignment worth “5 Points” on which you earned “4 Points”, your grade will be reduced to “3 Points”. An assignment worth “25 Points” on which you earned “22 Points” and submitted within 24 hours after the deadline will result in a grade of “19.5 Points”. If unusual circumstances emerge, please contact your professor as soon as possible (before the assignment is due).

Additional Assignment Policies:

- The instructor reserves the right to make changes to the schedule.
- Each student is responsible for identifying/obtaining materials and assignments by regularly checking Canvas.

Writing Standards and Format:

- Look over and double-check all of your writings
- Appearance, style, format, neatness, spelling and everything else counts.
- Written reports and presentations are very important in business.
- As a business school course, all written communication is expected to conform to the highest business standards.

Community

During this course, you are expected to work independently, interdependently, and collaboratively. Some assignments are to be completed individually while others involve discussions among classmates or teamwork. You are encouraged to bring your relevant knowledge, and experience into the class and contribute to the learning. These approaches are designed to address a wide range of learning styles, support learning at the personal, team, and class levels. Please consider how you share what you share, how you challenge and support others, and how you contribute to the class environment. You are expected to demonstrate respect and professional behaviors by completing assignments on time and in ways that demonstrate high quality, clarity, and contribute to the learning of others.

Student Conduct

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or online at <https://legal.uncc.edu/policies/up-407>

Disability Accommodations

UNC Charlotte is committed to access to education. 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. Contact the Office of Disability Services at 704-687-0040 or visit their office in Fretwell 230.

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.

Course Outline

Module	Date	Objectives	Lesson Activities	Chapter Pages	Articles	Cases	Simulation	Group Project Presentations
End-to-End Process (Module 1)	25-Jan	Strategy & Value	Outline Course Objectives, Chapter 1, End-to-End process	Chapter 1 - pp. 1-22, Supplement A - pp. 36-41, Chapter 2 - pp. 49-69, 77-79	What is the right supply chain for your products (1997)			
	1-Feb	Supply Chain Design	Lecture & Case Study	Chapter 12 - pp. 497-514 Chapter 13 - pp. 525-531, 537-542		Moderna Case - A		
	8-Feb	No Class - Spring Recess						
	15-Feb	Supply Chain Sustainability & Integration	Lecture, Case Study, Group Project Initiative	Chapter 14 - pp. 557-584 Chapter 15 - pp. 595-611	Making Supply Meet Demand in an Uncertain World (1994)	Supply Chain Hubs in Global Humanitarian Logistics Case #N1316		
Operational Activities (Module 2)	22-Feb		Exam 1					
	1-Mar	Planning & Scheduling	Lecture, Discussion, & In-class Exercise	Chapter 10 - pp. 385-394, Chapter 11 - pp. 449-473				
	1-Mar	Inventory Management & Capacity Planning	Lecture, Discussion, & In-class Exercise	Chapter 4 - pp. 137-146, Supplement B - pp. 161-173 (no calculations) Chapter 9 - pp. 327-353				
	8-Mar	Forecasting & Constraint Management	Lecture & Discussion	Chapter 8 - pp. 283-289, 303-309 Chapter 5 - pp. 182-185				
	15-Mar		Exam 2					
	22-Mar	Global Supply Chain Simulation	Simulation				Global Supply Chain Management Simulation: V2 #8624	
	29-Mar	Quality & Performance	Lecture	Chapter 3 - pp. 97-110, 117-118, 120 Chapter 6 - pp. 211-228, 232-233				Group Project Written Report Due - All Groups
	5-Apr		Lecture & Case Study			A profile of Toyota's Production System - W90C18		Group 1 & 2 Presentations
	12-Apr	Lean Systems & Six Sigma	Discussion & Case Study		1) Lean as a Universal Model of Excellence: IT is not just a manufacturing tool (2017), 2) Can Lean Manufacturing put an end to Sweat Shops? (2016)	1) Carestream Health: When Disruption Hits a Lean Supply Chain (#W19687)		Group 3 & 4 Presentations
	19-Apr		Exam 3					Group 5 & 6 Presentations
Group Project Presentation	26-Apr		Present Group Projects - Discuss End-to-End process					Group 7 & 8 Presentations
	3-May							Group 9 & 10 Presentations

* All articles and cases are available for purchase at Harvard Business Course pack