



MBAD 6141 - Operations Management
Course Outline – Spring 2020
Last Update: January 6, 2020

Instructor: Benywarath “Yaa” Nithithanatchinnapat, Ph.D.

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Classroom: Center City 902

Class Time: 5:30 – 8:15 PM

Office Phone: (704) 687-1988

Office Hours:

Thursday: 4:30 – 5:30 pm (Faculty Offices 7th Floor, CCB)

Monday and Wednesday: 10:30 am – 12:00 pm and by appointment (Room 347, Friday Building, 3rd Floor, Main Campus)

Materials:

Textbook

Operations Management, 12th Edition, W.J. Stevenson, McGraw Hill ISBN-13: 978-0-07-802410-8 and ISBN-10: 0078024102.

Note the latest edition, 13th, works as well

Course materials including class presentations will be provided on the Course Canvas website at:

<https://canvas.uncc.edu/>

Software

Microsoft Excel 2019 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. Bring the device to class is not required.

Cases and Readings:

Readings:

R1: Stalk, G., Evans, P. & Shulman, L.E. (1992). Competing on Capabilities: The New Rules of Corporate Strategy. Harvard Business Review, March-April 1992, 57-68. Available on-line from Atkins Library.

R2: Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R. (2009). Why sustainability is now the key driver of innovation. Harvard Business Review, 87 (9), 56-64. Available on-line from Atkins Library.

R3: Dahlgaard, J. J., & Mi Dahlgaard-Park, S. (2006). Lean production, six sigma quality, TQM and company culture. The TQM Magazine, 18 (3), 263-281. Available on-line from Atkins Library.

R4: Spear, S., & Bowen, H. K. (1999). Decoding the DNA of the Toyota Production System. Harvard Business Review, Sept-Oct., 1999, 96-108. Available on-line from Atkins Library.

Cases:

C1: Heskett, J. L. and R. Hollowell (2005). Shouldice Hospital Limited (Abridged). Harvard Business School, 9-805-002, January 2005. Available on-line from Harvard Case Services using this link:

<https://hbsp.harvard.edu/import/652288>

C2: Leonard, F. (1993). Hank Kolb, Director, Quality Assurance, Harvard Business School, 9-681-083, February 1993. Available on-line from Harvard Case Services using this link:

<https://hbsp.harvard.edu/import/652288>

C3: 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 Canvas website at:
<https://canvas.uncc.edu>

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 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.

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:

Assignment	Submission	Points
Exam #1	In-class, on paper	200
Exam #2	In-class, on paper	200
Exam #3	In-class, on paper	200
Group Assignments		300
Three Homework (3 x 50)	Online submission	
Assigned Case Discussion (50)	In-class, no submission	

Assignment	Submission	Points
Topic Research (100)	In-class and online submission	
Individual Assignments		100
OM in Practice (10)	In-class, no submission	
Three Online Quizzes (3 x 25)	Online in Canvas	
Participation (15)	In-class, no submission	
Total		1,000

Assignment, Exams, etc.

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. Typical duration of each exam will be up to 2 hrs.

Group Assignments:

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

Instructor will assign you to a group on the first day of the class. Each group will have up to 5-6 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 may 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 participation score.

Homework Assignments:

1. Chapter problems will be assigned as homework during some weeks. Homework due dates will be shown on the Canvas course website.
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 class or the office hours.

Short Case Discussions:

1. Short cases are case exercises taken from the textbook to better understand the course materials and concepts.
2. Some of the class sessions will be used for short case discussions.
3. Short cases will be assigned to student groups and will be prepared and presented by them during the semester.
4. Maximum time allotted for short case presentation is 15 minutes which includes at least 4-6 minutes for Q/A and interaction.
5. Presenting student group will be required to lead the case discussion and submit a written report (not to exceed 3 pages) as well as a copy of their presentation to the instructor before the start of the class session.
6. Student groups are encouraged to use suitable audio visuals during the short case presentations.
7. Every student is expected to read the short case before the class session and come prepared to participate.
8. There is no one "correct" solution for each short 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 clear approach.

Research Topics in Operations Management:

The third group assignment is a research report on a topic in Operations Management. One topic will be assigned to each group. Groups are required to research a topic in the context of Operations Management.

1. The findings will be reported in three ways:
 - a) A written report (9 – 10 pages long),
 - b) A class presentation at the end of the semester, and
 - c) A 2-3-page single-spaced summary of findings along with key references should be provided for sharing with the class.

2. Since the class will have 6-7 groups, each topic can be researched by more than one group.
3. The proposals, presentations, the reports, and the summaries – all will be graded.
4. Topics of interest are (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
 - h) Machine Learning and Artificial Intelligence in Operations and Supply Chain Management
5. Each group will be required to submit a topics research proposal by the end of 3rd or 4th week of the semester.

Individual Assignments:

There are three groups of individual assignments: OM in Practice, online quizzes in Canvas, and class participation. Quizzes due dates will be posted in Canvas. For OM in Practice, the due dates are varied depending on the topics.

OM in Practice:

Each student will pick a topic of interest the first period and will present to the class the current news about a topic. A reference, such as website or magazine pages, is required to show to the class. The student will talk briefly about the news (what happened?), and lesson learned / good practice / how to improve the process, for example.

Online Quizzes:

There are three online quizzes, each due before its corresponding exam. All quizzes and their due date will be posted in Canvas, in Assignments page. The purpose of the quizzes is for students to prepare for the exam. Question types include multiple-choices, short answer, and/or problem-solving using Microsoft Excel. Students have up to three attempts to complete the quizzes; however, only the first attempt is required. If a student wish to use all three, he/she must do so before the due date.

Class Participation:

Participation refers to: contributing positively, constructively, regularly and significantly to class discussion; as well as being well-prepared for class for case and reading discussion. At least three recorded contribution are required for a full mark.

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.

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, 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. If necessary, the instructor will deduct points from participation grade for any student who chooses to disrupt the class and distract others repeatedly. Please keep all electronic and telecom equipment such as cell phones, tablets, beepers, etc. on "silent" mode during class.

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.

MBAD-6141 Course Schedule – Spring 2020

Thursday 5:30-8:15 PM

Week	Thursday	Topic	Textbook Chapters, Readings, and Cases	Assignment Due
1	1/9	Introduction to the Course Introduction to Operations Management	Chapter 1	
2	1/16	Competitiveness, Strategy, and Productivity; Forecasting	Chapters 2 and 3; R1	
3	1/23	Forecasting	Chapter 3; R2	
4	1/30	Capacity Planning; Process Selection and Facilities Layout	Chapters 5 and 6	Hazel (pp 37) and Hazel Revisited (pp 69) – Group #1
5	2/6	Process Selection and Facilities Layout	Chapter 6; C1	M&L Manufacturing (pp 132) – Group #2
6	2/13	Exam 1 Management of Quality	Chapters 1, 2, 3, 5, and 6 Chapter 9	
7	2/20	Management of Quality; Quality Control	Chapters 9 and 10; R3	
8	2/27	Quality Control	Chapter 10; C2	Chic-n-Gravy Dinner Line (pp 405) – Group #3
9	3/5	March 2-7, 2020 Spring Recess - No Classes		
10	3/12	MRP and ERP	Chapter 12	Tiger Tools (pp 454) – Group #4
11	3/19	MRP and ERP; JIT and Lean Operations	Chapters 12 and 14; R4	DMD Enterprises (pp 541) – Group #5
12	3/26	Exam 2 Inventory Management	Chapter 13	
13	4/2	Inventory Management	Chapter 13	
14	4/9	Supply Chain Management; Project Management	Chapters 15 and 17; C3	Farmers Restaurant (pp 599) – Group #6
15	4/16	Project Management	Chapter 17	Time Please (pp 781) – Group #7
16	4/23	Group Project Presentations		
17	4/30	Day of Remembrance Wednesday April 29 - Reading Day		
18	5/7	May 1-7 Final Examinations Exam 3		
19		Monday 5/11 - Grades due by noon		