

**MBA 635 - Managing Value Creating Business Operations**  
**Global Management and Strategy Department, Western Carolina University**  
Semester      Day 6:00 – 8:50

**Instructor:** Dr. Jon Marvel  
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**Office Hours:**

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**I. Rationale/Purpose:**

An introduction to the models and theories of operations management used in processes, problems, and strategies related to the creation of products and services. The course focuses on analyzing and evaluating current process management issues currently challenging industry. Introduces quantitative and qualitative techniques for improving both manufacturing and service firms operations in terms of quality, cost and customer response.

**II. Course Aims and Objectives:** Upon completion of this course, a student is expected to:

1. Be able to describe the execution of value propositions through operations, customer relations and service management, and be able to implement these propositions in specific situations.
2. Be able to describe operations options for manufacturing and service delivery and implement those options in specific situations.
3. Understand the implications of product and process design, cost, risk, and demand and inventory management and make appropriate operations adjustments for these implications.
4. Understand capacity planning and scheduling and implement models to optimize these functions.
5. Understand value creation across organizations and be able to implement appropriate supply chain management policies and procedures in specific situations.
6. Be able to develop appropriate facility layout and location parameters in specific situations.
7. Be able to use analytical tools to improve the evaluation of alternatives and subsequent judgement.
8. Describe accounting for inventory methods.
9. Identify basic patterns of how costs respond to changes in activity cost drivers.
10. Identify the uses and limitations of traditional cost-volume-profit analysis.
11. Apply differential analysis to decision scenarios, including whether to change plans; to accept a special order; to make, buy, or outsource; and to sell or further process a product.
12. Explain the operation of a job costing system.
13. Explain the operation of a process costing system.
14. Define and explain key elements of an indirect cost allocation system.
15. Describe and implement basic approaches to budgeting.
16. Explain responsibility accounting.
17. Calculate revenue variances and prepare a performance report for a revenue center.

### III. Course Materials:

Krajewski, Lee J., Ritzman, Larry P., and Malhotra, Manoj K., Operations Management, 9th ed., Prentice Hall, 2009.

Goldratt, E.M., The GOAL: A Process of Ongoing Improvement, 3<sup>rd</sup> ed., The North River Press, 2004.)

Myomlab access

Littlefield Simulation access

### IV. Faculty Expectations of Students/Course Policies

#### Course Format:

You will be expected to read all assignments before coming to class and be prepared to discuss them in class. This class is fast paced and we will cover a large set of information and class time will be used to discuss models and techniques, address questions, and to complete in class exercises. More information regarding the course project will be provided during the term. Blackboard will be the primary method I will use to provide assignments to you, keep you updated on your progress, and for you to submit assignments.

#### E-mail:

E-mail is the **BEST** method for contacting me. I do not check my voicemail that often on my office phone. E-mails sent to me between Monday 7am and Friday 5pm will receive a response within 24 hours. E-mails sent to me between 5pm on Friday and 7am on Monday will receive a response by Tuesday at 7am.

#### Exams:

There will be two (2) examinations, one during the term, and the other at the scheduled final examination time. Details regarding the specific format for each exam will be provided at least one week prior to the exam. Early or make-up exams will not be given except in cases of a documented emergency.

#### **Littlefield Simulation**

Littlefield Technologies is an online factory simulator. Each student is required to pay for access to the simulation – the cost is \$18 and is payable through the administrator's website. Since this is team-based all members of the team must pay their access fee for the team to run the simulation. Any student who has not paid the access fee by **3/1/2012** will receive a "0" for the Littlefield Assignment as well as a "0" for participation in the class. Students will self-select teams of 3 or 4 students per team. The teams will compete against each other over several days, as each team attempts to maximize its cash position by buying and selling capacity, adjusting lead time quotes, changing lot sizes and inventory ordering parameters, and selecting scheduling rules. Your Littlefield grade will be based partly on a written report due at the conclusion of the simulation, and partly on the actual placement of your team among your peers. A team evaluation will be done after the report is finished. Limit your report write ups to a maximum of 5 pages in double-spaced Times 12 font with 1-inch margins (excluding exhibits). The write-up should be positioned at a strategic level. General guidelines for writing the

Littlefield report are provided below. This list is not intended to be an exhaustive one, but rather a starting point for creating your report.

1. Detail the production strategy that your team developed prior to gaining control of the factory. Was your strategy to focus solely on capacity issues such as utilization? Did your team have a plan on when and if you were going to switch contracts? How was the decision making conducted among the team members?
2. How well did your team do in executing your chosen strategy? If it was executed perfectly-how did it ultimately turn out? If you did not execute your strategy successfully—what could you have done differently? What changes were made to your strategy and why?
3. This report (and for that matter your strategy) should be DATA DRIVEN. Teams that “guess” their way through the simulation rarely do well. Provide any spreadsheets or calculations that were used in your decision making.
4. Do not use the limited space in your report to provide a history log of what you did on a day to day basis, rather it should focus on how well your strategy was conceived, executed and adapted. Also, do not spend your time detailing the specifics of the game—in terms of the history of the factory, etc.
5. The best reports will be concise, will be data driven, and will comprehensively explain how and why strategic decisions were made.

### **myomlab**

myomlab™ is an online homework and assessment tool designed to help you practice operations management problems and improve your understanding of course concepts. myomlab will be used for quizzes and some homework assignments. myomlab's practice questions are correlated to the textbook, and they regenerate algorithmically to give you unlimited opportunity for practice and mastery. Questions include learning aids for extra help at point-of-use, and they offer helpful feedback when you enter incorrect answers. Practice problems are useful in preparing for exams. These practice problems are available for every chapter and will not be graded. The cost of myomlab is \$50 and is payable through the publisher's website if not purchased with the textbook (specific instructions will be e-mailed to you in another document).

### **Quizzes**

Quizzes are intended to encourage students to keep up with the course material. Short quizzes will be given for each chapter using the myomlab software. You will be able to solve the quiz problems after reading the appropriate chapter(s) and studying the example problems. The quizzes completed through myomlab will allow two attempts to enter the correct answer. Quizzes will be available on myomlab 48 hours before the due date. Quizzes must be completed by 8:00 am on the due date. Each quiz, regardless of the points available on the quiz, will be equally weighted.

### **Homework**

Additional homework will be assigned based on technical topics covered in class. These assignments can either be a Microsoft Excel and/or myomlab. Homework assignments completed through myomlab will be due at 8:00 am on the due date. Non-myomlab homework assignments will be due at the beginning class on the day indicated in the schedule. Homework assignments will carry the weight equal to one or two quizzes, based on the difficulty of the assignment.

## **Performance Evaluation**

### *Class participation and conduct:*

Your class participation will be evaluated subjectively, but I will rely upon measures of punctuality, attendance, familiarity with the required readings, relevance and insight reflected in classroom questions, and commentary. Students will be expected to be familiar with the readings, even though they might not understand all of the material in advance. In general, questions and comments are encouraged. **Class participation includes punctuality in attendance.** I expect you to arrive, be seated, and be ready for class on time, and to stay in class for the entire session. Arriving late is inconsiderate to fellow students as well as to the instructor. **Class participation also includes maintaining a professional atmosphere in class.** This means utilizing computers and technology suitably (silencing wireless devices, no web-browsing or emailing), and refraining from distracting activities during class (side conversations or games). I may call on you periodically to answer questions about either the homework or reading assignments. I will evaluate your classroom participation on the basis of the extent to which you contribute to the learning environment. (Demonstration of mastery of advanced topics at inappropriate times does not help create a positive learning environment, neither does asking questions about things that have nothing to do with what is being covered in class at that time.) However, correcting the professor when he/she makes a mistake and asking questions about what is being covered both do help! Very often half of the class will have the same questions in mind and are relieved to have them asked. Please note that coming to class unprepared to participate in the class (e.g. not reading text or case book, etc.) will result in a reduction in your final grade.

### *Out of Class Assignments:*

Out of class assignments are designed to help you learn the mechanics of the methods discussed in class and to give you an opportunity to apply these concepts in a straightforward manner. Because mastery of the basic mechanics is necessary for effective use of analytical techniques, **it is required that you do the graded assignments individually.** However, you may find it useful to discuss broad conceptual issues and general solution procedures with others. If this is the case, I recommend that you do so on the practice homeworks. The objective here is to **learn.** It is often confusing to draw a line between individual and “group” work when students are allowed to “discuss” problems. For this course, students may discuss the overall nature of a problem, the various ways to approach a problem, and talk through strategies for solving a problem. Groups are not permitted to work at solving the problem, i.e., they may not start building spreadsheets, analyzing data, and producing results. Those activities must be done individually.

Assignments are due at the beginning of class of your assigned section or at the assigned time if submitted via Blackboard and **no late assignments** or electronic submissions will be accepted for grading. There will some cases where I will ask you to submit an Excel sheet or possibly a Word document electronically (only through Blackboard not through e-mail).

If you anticipate being absent from a class where homework is assigned, you may turn in your assignment ahead of time. All grades will be used for grade computation. In the case of written

assignments, your assignment must represent your own individual work. Although you may discuss assignments with other students, assignments must represent your own work.

**Attendance:**

Attendance is required in this class. You are expected to attend your assigned class. I understand that there might be some situations that necessitate your absence from the class, therefore there are no penalties associated with two absences during the semester. More than two (2) class absences may result in a reduction in your final grade calculation. Note: Late vs. Absent. You are considered late if you are not in class at the beginning of the class period. You are considered absent from class if you come to class 30 or minutes after the class has started.

**Accommodations for students with disabilities:**

Western Carolina University is committed to providing equal educational opportunities for students with documented disabilities and/or medical conditions. Students who require reasonable accommodations must identify themselves as having a disability and/or medical condition and provide current diagnostic documentation to Disability Services. All information is confidential. Please contact the Office of Disability Services for more information at (828) 227-3886 or [lalexis@wcu.edu](mailto:lalexis@wcu.edu). You may also visit the office's website: [disability.wcu.edu](http://disability.wcu.edu)

**Academic honesty policy:**

Western Carolina University, a community of scholarship, is also a community of honor. Faculty, staff, administrators, and students work together to achieve the highest standards of honesty and integrity. Academic dishonesty is a serious offense at WCU because it threatens the quality of scholarship and defrauds those who depend on knowledge and integrity. Academic dishonesty includes the following:

- A. *Cheating*. Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.
- B. *Fabrication*. Intentional falsification or invention of information or citation in an academic exercise.
- C. *Plagiarism*. Intentionally or knowingly representing the words or ideas of someone else as one's own in an academic exercise.
- D. *Facilitation of Academic Dishonesty*. Intentionally or knowingly helping or attempting to help someone else to commit an act of academic dishonesty, such as knowingly allowing another to copy information during an examination or other academic exercise.

Instructors have the right to determine the appropriate sanction or sanctions for academic dishonesty within their courses up to and including a final grade of "F" in the course. Within 5 calendar days of the event the instructor will inform his/her department head, and the Associate Dean of the Graduate School when the student is a graduate student, in writing of the academic dishonesty charge and sanction. For specific information on procedures for cases involving allegations of academic dishonesty, see relevant sections in the Student Handbook.

Miscellaneous:

Requests for re-grading must be made within one week after the class period in which the assignment (written assignment or examination) is returned. Requests for re-grading the final examination or re-computation of the course grade must be made within one week of the final examination date. If you are concerned about your performance, see me as soon as possible. Don't wait until the end of the semester when the advice I might have is limited. This always becomes an issue at the end of the semester for a few students. Once the grades are tallied, there is nothing I can do to change them. I can work with you in advance of assignments being handed in to help you achieve a higher number of points. Once the assignment is at the due date, or the exam taken, there is nothing else I can do to help you.

**V. Grading Procedures**

Grading components are weighted as follows:

Participation	10%
Quizzes and Homework	25%
Exam #1	25%
Exam #2	25%
Littlefield Simulation	<u>15%</u>
	100%

Grading Scale**:	90 - 100	A
	80 - 89.9	B
	70 - 79.9	C
	< 70	F

**Grading and Quality Point System\***

Grade	Interpretation	Quality Points Per Hour	Grade	Interpretation	Quality Points per Hour
A	Superior	4	W	Withdrawal	--
B	Good	3	AU	Audit	--
C	Satisfactory	2	IP	In Progress	--
F	Failure	0	S	Satisfactory	0
I	Incomplete	--	U	Unsatisfactory	0

**VI. Tentative Course Schedule (Example)**

A tentative schedule for the semester topics is attached. This schedule might be altered during the semester due to progress in the course and will be updated on Blackboard.

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Week	Date	Topic	Reading	Assignment
1	1/11	Introduction	Ch 1 & Supplement A	
2	1/18	Process Strategy/Analysis	Ch. 3 and Ch. 4	
3	1/25	Quality and Performance	Ch 5	
4	2/1	Inventory Management	Ch 12 & Supplement D	
5	2/8	Capacity Planning and Financial Analysis	Ch 6 & Supplement F	
6	2/15	Waiting Lines	Supplement C	
7	2/22	<b>EXAM 1 - through Ch. 6</b>		
8	2/29	<b>NO CLASS - MIDTERM BREAK</b>		
9	3/7	Simulation Game		
10	3/14	Constraint Management	Ch 7	"The Goal"
11	3/21	Forecasting	Ch 13	LS#1 runs 3/19 - 3/26
12	3/28	Location/Operations Planning	Ch 11 & Ch 14	Littlefield Report #1
13	4/4	<b>NO CLASS - SPRING BREAK</b>		
14	4/11	Linear Programming	Supplement E	LS#2 runs 4/9 - 4/16
15	4/18	Simulation	Notes	Littlefield Report #2
16	4/25	Simulation	Notes	
Final Exam	5/2	FINAL EXAM		