



DSBA 6208/MBAD 6208 - Operations
Management Course Outline – Fall 2024
Last Update: August 27, 2024

Instructor: Dr. Andrew "Andy" Fraher, DBA, MBA

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Classroom: Center City Building, Room 905

Class Time: Thursdays, 5:30 PM – 8:15 PM

Office Hours:

Center City Building 715B – 3:30 PM–5:30 PM

Other times by appointment

<https://uncc.zoom.us/j/9506753956?pwd=NXNXcHJSM3gycWJpc0NRNi9MZjJ3QT09>

Meeting ID 950 675 3956

Passcode 25489743

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 outlined in this syllabus may be modified at any time by the instructor. Notice of such changes will be announced in the class and/or posted on the Course Canvas website.

Course Description:

This course helps students to understand how to manage and improve the performance of supply chains through better decision-making and coordination. The course will focus on the models, solution methods, and strategies in designing, planning, and operating effective supply chains and the new opportunities, issues, and concepts introduced by the Internet, e-commerce, and information technology. Different teaching methods are used to achieve the learning objectives, including lectures, class discussions, analysis, and presentation of critical cases and articles. This course emphasizes students' active participating role in the learning process.

Course Objectives:

1. Learn the three key supply chain decision phases, push/pull views, and macro processes.
2. Learn the goal of a supply chain and the impact of supply chain decisions on the firm's success.
3. Describe how to achieve strategic fit between a firm's supply chain and competitive strategies.
4. Learn the key financial measures and significant drivers of supply chain performance.
5. Identify components of a demand forecast. Forecast demand given historical demand using forecast models.
6. Describe supply chain coordination and understand the obstacles and methods to achieve coordination.
7. Learn different inventory models and determine optimal inventory levels in a supply chain.
8. Understand the benefits and risks of sourcing in a supply chain. Discuss the factors that affect the decision to outsource a supply chain function.
9. Understand the role of revenue management in a supply chain and identify the trade-offs when making revenue management decisions.

Canvas Course Website:

You must regularly access the Canvas Course website at <https://canvas.uncc.edu> and, in particular, before each class. In addition to containing helpful information, Canvas will be used to communicate information on assignments, changes to the syllabus, and other announcements of general interest.

Technology Requirements:

All students are required to have their own laptop computers. In addition, your laptop must have a working webcam and a microphone. Please ensure that your computer can access the web pages and other materials posted on Canvas and that your workplace has no network access restrictions.

Materials:

Textbook

"Supply Chain Management: Strategy, Planning, and Operation" by S. Chopra. Pearson-Prentice Hall, 7th ed., ISBN-13: 9780134731889 (Required).

"Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies" by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi. McGraw-Hill. 3rd ed., 2008 (optional)

Additional Reading and Cases

Required Cases:

C1: Amazon.com: Supply Chain Management

P. Fraser Johnson, Ken Mark

Publication Date: Jul 2018 (Revised November 10, 2021)

C2: 3M: Rethinking Regionalisation to Adapt to Supply Chain Disruptions

Steven M. Miller, Lipika Bhattacharya

Publication Date: Oct. 2022

The case studies are included as part of the Niner First Day/ If you opted out of First Day, coursepacks are available at the following link <https://hbsp.harvard.edu/import/1207416>

Software

Microsoft Excel 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 to complete homework problems where applicable.

Download Office 365 ProPlus Education at <http://software.uncc.edu/>

MS Excel is available in the UNCC Virtual Application system: <http://apporto.uncc.edu/>

Grading Policies:

Following letter grades will be used:

Total Percentage Earned	Letter Grade
89.5% and above	A
79.5% to 89.5%	B
69.5% to 79.5%	C
<69.5%	U

Student performance in the course will be weighted as follows:

Assignments	Points
Individual	70%
Exams	50%
Homework	10%
Participation	10%
Group	30%
Case Analysis Discussion	10%
Topic Research Written Report Presentation	20%
Total	100%

Individual Assignments

Examinations:

The course will have three exams – Exam 1, Exam 2, and Exam 3. The exams will be given as scheduled in the syllabus. Exams are not cumulative. Exam 3 will take the place of the Final Exam.

Homework:

1. Chapter problems are assigned as Homework. Homework due dates are 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. Problem solutions will be posted whenever appropriate. If you need help understanding the materials, please bring them up during class or during office hours.
3. The objective of the Homework is for students to solve quantitative problems to prepare for the exams. Additionally, exam problems, in some cases, are similar to homework problems.

Group Assignments:

There are two group assignments: Case Discussions and Research on Topics in Supply Chain Management.

The instructor will ask for group suggestions or assign you to a group by the second week of class. Each group will have 3-5 students. Consider working with different class members to build connections with each other and expand your network. During the course, the instructor will seek input from group members regarding the contribution of each group member's participation in each group assignment. Feedback will be incorporated into determining each member's assignment scores. Details of the peer feedback process are listed below.

Harvard Business Review Case Discussions:

1. Part I. Read and analyze the cases and submit your answers/analysis using the template provided in Canvas.
2. Part II. Read the summarized analyses of the cases and submit your responses to all questions in the analyses for two groups in Canvas by the due date. Group analyses will be available the morning after they are due.
3. The instructor will discuss the case in class to maximize feedback and learning. Please review your team's analysis and responses, as the instructor may ask groups to comment on their submissions.
4. Submissions will be graded on completeness and accuracy. Please be courteous in your response.

Final Project:

The project's objective is to apply what you have learned in class to industries and practices of your choosing or explore more topics related to e-commerce and supply chain management. There are three options for your final project:

1. Case study: Choose an organization and analyze its supply chain strategies and practices.
2. Comparative study: You can compare and contrast two organizations competing in the same industry (or closely related industries) with different supply chain strategies.
3. Other topics: Explore topics that are not covered in the syllabus.

Submissions include:

- a) A proposal: a problem you want to solve, or a process you want to improve, and the topic or possible solution you wish to research.
- b) An 8-10 page single-spaced summary of findings using MLA or APA references. Consider placing supporting material in the appendix and referencing it in the document.
- c) A presentation file (e.g., PowerPoint) to be used for a class presentation at the end of the semester

Submissions are to be uploaded to Canvas by the due dates.

Option 1: Case Study

Choose an organization and analyze its supply chain strategy and practice. The organization can be one you know well or would like to learn more about. When choosing a company (or an operating unit) to study, please consider how you will access data to evaluate the company's supply chain strategy. When you complete your analyses, you can draw upon secondary data (e.g., company annual reports, analyst reports, articles from the press) and primary data (e.g., interviews, personal experience with the company). You may select a company that we have studied in class, but if you do this, you must examine an issue (or issues) different from what we discussed in class. Please remember that the best studies offer compelling reasoning and facts to support those opinions.

The case study should consist of the following two parts:

1. Background about the organization:
 - a. A description of the company (or operating unit) and its competitive environment
 - b. Brief historical information, if applicable
 - c. A description of the company's existing supply chain strategy and practice
 - d. An overview of the company's supply chain objectives and challenges
2. Analysis and Recommendation (This part should center on the supply chain objectives and challenges identified in part 1)
 - a. An evaluation of the company's supply chain strategy and practice by drawing on the concepts covered in the course
 - b. Identify strengths and weaknesses in the company's supply chain strategy and practice.
 - c. A recommendation for improvement (this could involve several options to tackle the weaknesses or challenges the company faces in managing its supply chain)
 - d. Discuss how the company will implement this improvement plan (i.e., how the company will build the necessary supply chain capabilities)

Option 2: Comparative Study

Identify two organizations competing in the same industry (or closely related industries) that have different supply chain strategies and practices you can compare and contrast. The organizations can be ones you know well or would like to learn more about. When choosing companies (or operating units) to study, please think about how you will access data to evaluate the companies' supply chain strategies. When you complete your analyses, you can draw upon secondary data (e.g., company annual reports, analyst reports, articles from the press) and primary data (e.g., interviews, personal experience with the company). You may select a company that we have studied in class, but if you do this, you must examine an issue (or issues) different from what we discussed in class. Please remember that the best studies offer compelling reasoning and facts to support those opinions.

The comparative study should consist of the following three parts:

1. Background about the industry
 - a. A description of the industry and the primary competitors
 - b. Brief historical information, if applicable
 - c. Overview of industry trends on supply chain practices
2. Background about each organization:
 - a. A description of the company (or an operating unit)
 - b. Brief historical information, if applicable
 - c. A description of the company's existing supply chain strategy and practice
 - d. An overview of the company's supply chain objectives and challenges
3. Analysis and Recommendation (This part should center on the supply chain objectives and challenges identified in part 2)
 - a. A comparison of each company's supply chain strategy and practice by drawing on the concepts covered in the course. You do not need to compare all dimensions; instead, focus on the most relevant aspects (e.g., different). Depth of analysis is preferred over a broad but shallow paper.
 - b. Contrast the strengths and weaknesses in each company's supply chain strategy and practice.
 - c. Recommend how the organizations may improve their supply chain practices to compete more effectively against each other (or in the marketplace).

- d. You may comment on how the companies may implement your improvement plan (i.e., how the companies will build the necessary supply chain capabilities). Although this part is not required, it can help support your analysis.

Option 3: Other topics

Explore topics that are not covered in the syllabus. Example topics may include but are not limited to the following:

- Supply chain risk and disruption management
- Supply chain finance
- Data-driven supply chain analytics
- Sustainable and socially responsible supply chain management
- And other topics

Project Participation, Peer Feedback Policy and Attendance

It is critical to the group's success that no group member free-rides on the efforts of the other group members. The following specific procedure will be used to ensure fair grading for group work. Please read it carefully and let me know if you have questions or concerns.

Peer feedback process: At the end of each group assignment, each student will be allowed to provide participation feedback for each group member voluntarily. The feedback form is available in the module for each group assignment. The feedback score is calculated on a scale from 1 to 10. If you do not want to provide this feedback, I will assume that you have given each group member a total participation score of 10. The feedback received from the group for each team member will be averaged. If only some group members give feedback and others don't, I will assume a participation score of 10 for the non-reporting members. Students who receive an average participation score of less than 4 out of 10 will get a ZERO for that group assignment, regardless of the group grade. Students with an average feedback score ≥ 4 and < 7 will receive the original group grade times the average feedback score / 10. Students with an average feedback score ≥ 7 will receive 100% of the original group grade. The above feedback policy will apply only to group work grades.

Please take the above policy seriously since unsatisfactory feedback due to inadequate or lack of participation in the group work may reduce your overall course grade by a letter grade. At a minimum, you should be in touch with all your team members. Each team member is responsible for proactively engaging and working with others. Do not wait for someone from the team to pursue or engage with you actively for the project work. Please contact me if you need clarification regarding the group feedback policy. If there are issues, you must resolve them with your group. If you cannot work it out, please have your group schedule a meeting with me to discuss the issue. Please note that the group has the final decision on how to proceed.

When you miss class, you miss essential information. If you are absent, you are responsible for learning the material covered in class. If you have an excused absence, you can make up coursework or complete an equivalent assignment agreed upon with me.

- Send me an email informing me of your absence as soon as possible. Include appropriate evidence of your circumstances.
- Verify your absence at: <https://sass.charlotte.edu/services/absence-verification>
- Once I receive notification from the university that your evidence has been verified (which may take several days), I will decide (it is not automatic) on excusal and contact you for make-up arrangements as needed.

It is understood that life happens, and you will need to make adjustments to your schedule. Communication with me is vital to achieving full class participation and attendance credit.

General Guidelines for Submissions to Instructor:

1. Submissions must be submitted on the Course Canvas website by the required date by clicking the assignment upload link and the submit button.
2. Please combine work into a **single file** in the order of the questions/problems.
3. Email attachments will not be accepted for assignments unless authorized by the instructor.
4. For group assignments, only one submission per group is required. Please ensure you coordinate who will submit your group's work. Note that subsequent submissions will overwrite the previous version. If submitting more than one document, please submit all documents simultaneously.
5. Use standard software applications such as Microsoft Word or Excel to create your documents for submission. Please do not submit Acrobat (pdf) files.
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 particular chapter's Homework.
8. Include your names and group numbers in the document.
9. No assignment later than one day will be accepted without prior authorization from the instructor.

Class Cancellation:

If the instructor cannot attend class or the University is closed unexpectedly, assume the course material will be moved forward to the next meeting. If the course moves to an online format, unforeseen technical issues may prevent the instructor or a student from continuing. If the instructor cannot continue after 15 minutes due to technical problems, that session will end, and the materials will be pushed to the following session. If students cannot continue in the class due to technical issues, they must inform the instructor via email as soon as possible. The student is additionally responsible for getting any class notes from classmates.

Class Conduct:

Disruptive behavior in the class distracts other students' ability to benefit from the in-class experience and will not be tolerated. Please keep all electronic and telecom equipment, such as cell phones, tablets, beepers, etc., on "silent" mode during class and sidebar conversations to a minimum.

Extra Credit Work:

No EXTRA CREDIT work will be offered for any individual or group during the semester. Please do not request any extra credit opportunities to improve your grade later in the semester.

Notes:

1. Additional homework/cases may be assigned in class
2. There may be other required readings that are not listed in the syllabus and that will be assigned during the semester. It is essential to check the Canvas Course website regularly to keep apprised of assigned homework problems and 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 individually. This requirement may also be extended to specific assignments and will be specified 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 a previous year or semester or that might be available on the Internet. This practice is strictly prohibited under all circumstances and unequivocally violates the Code of Student Integrity. Group projects involve a cooperative effort, and everyone is required to contribute to the assignment. The peer evaluations after each group assignment provide an opportunity to assess individual group members' contributions.

For this class, it is permissible to assist classmates in discussing computing techniques, and general advice and interactions are encouraged. Students may not "work together" on graded assignments, as 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 their own. If you need help on an assignment, contact your instructor or the TA, not other classmates. Any further requirements or permission regarding academic integrity in this course will be stated by the instructor and are binding on the students in this course. Please review the Academic Integrity module in Canvas for additional information.

Ownership of Course Materials:

The instructor's lectures and course materials, including presentations, tests, quizzes, exams, videos, outlines, and similar materials, are protected by copyright. The instructor is the exclusive copyright owner for those materials created by the instructor. You are encouraged to take notes and make copies of course materials for your own educational use. However, you may not, nor may you knowingly allow others to reproduce or distribute course materials publicly without the instructor's express written consent. This requirement 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 the 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 for 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 at 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 semester's census date (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 "U" in a course if you choose not to attend the class once you are enrolled. **The last day to withdraw from a course (grade subject to Withdrawal Policy) is October 15 2024.**

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 the instructor's discretion.

DSBA 6208/MBAD 6208 Course Schedule
Fall 2024
Thursdays 5:30-8:15 PM

Week	Date	Topic	Assignment	Due Date
1	8/22	Introduction to the Course Introduction to Supply Chain Management		
2	8/29	Strategic Fit, Supply Chain Drivers and Metrics, Designing Distribution Strategies	Group Suggestions Due	9/1
3	9/5	Demand Forecasting		
4	9/12	Case 1 Review - Amazon Supply Chain Contracts and Channel Coordination Sales and Operations Planning	Case 1 Analysis Case 1 Response Homework # 1	9/8 9/10 9/15
5	9/19	Exam 1 - Chapters 1-4, 7, 9, and 10		
6	9/26	Cycle Inventory Management		
7	10/3	Safety Inventory Management	Final Project Proposal	10/6
8	10/10	Optimal Level of Product Availability	Homework #2	10/13
9	10/17	Exam 2 – Chapters 11-13		
10	10/24	Transportation/Guest Speaker		
11	10/31	Procurement and Sourcing		
12	11/7	Revenue Management/Sustainability		
13	11/14	Sustainability Panel Discussion Case 2 Review - 3M	Case 2 Analysis Case 2 Response	11/10 11/12
14	11/21	Final Project Presentations	Case Study Paper Case Study Presentation Homework #3	11/17 11/19 12/1
15	12/12	Exam 3 - Chapters 14-17 – 5:00 – 7:30 PM		
16	12/18	Academic Year Ends Grades due by noon		