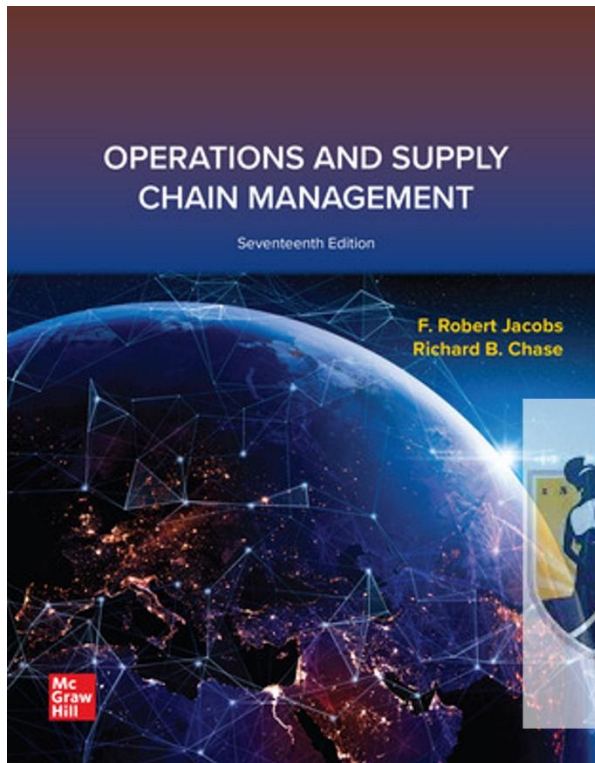


University of North Carolina at Greensboro
Bryan School of Business and Economics
Department of Information Systems and Supply Chain Management



MBA 708
Operations
Management
for Competitive
Advantage



Syllabus

Course Information

Description	The course examines the design, operation, and control of organizations to gain and maintain a competitive advantage in the marketplace. Strategic and tactical issues will be integrated with a systems approach.
Credit Hours	3
Prerequisites	MBA 701
Textbook	This course is paired with McGraw Hill's Connect Site. <i>This course is part of the campus' course material delivery program. The digital required materials for this course have been integrated with Canvas and can be found in the McGraw Hill link in your Canvas course. Please sign into Canvas to access your course and course materials.</i>
The Cool Connection Game	The access for this game is included in your first day complete fee for the course. Your instructor will deliver more direction to access this game. Critical: If you opted out of Frist Day Complete, contact the bookstore to secure the resources needed for this course.
Start Date	August 19, 2025

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Withdraw Date	October 10 th , 2025 – Last Date to withdraw without receiving a grade of “F” for the course.
Class Time	Tuesdays 6:30PM – 9:20PM
Class Loc	Bryan 204
Course Hosting Site	This course will make extensive use of the Canvas Learning Management System used by UNCG as well as McGraw Hill Connect. Announcements related to the course and details about assignments, quizzes and exams will be announced in class and posted on Canvas.
Student Learning Outcomes	<ol style="list-style-type: none"> 1. Elaborate on various operations strategies for service/manufacturing firms and discuss various Key Performance Indicators (KPIs), also called performance measures for those organizational strategies. 2. Use project management techniques to plan and execute a project. 3. Explain the role played by total quality management (TQM) in enhancing the performance in organizations and utilize various process control charts. 4. Explain the factors that influence the location, layout, and capacity planning of service and manufacturing facilities. 5. Select appropriate production/operations systems for different types of product mixes (i.e., high volume standardized products vs. low volume specialty products) for different markets. 6. Critique the role of forecasting in the operations of an organization. 7. Describe the typical objectives and constraints in medium range (aggregate) planning related to both manufacturing and service organizations. 8. Differentiate the inventory management concerns between dependent demand items and independent demand items in manufacturing and service organizations and define the impact of JIT/TQC (Just-inTime (JIT)/Total Quality Control) philosophies. 9. Differentiate between alternate methods of securing a competitive advantage with the operations function focusing on the appropriate order winner(s) and qualifiers required for various operations strategies. 10. Elaborate on and develop opportunities for sustainable operations in both services (logistics,

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	<p>banking, warehousing, transportation, retail, etc.) and manufacturing environments.</p> <p>11. Demonstrate a thorough understanding of the tactical and strategic role of the operations function and its inter-relationship with other functional areas (such as marketing, finance, etc.) to effectively lead a multi-functional task force in building a global organization.</p>
Bryan School Learning Goals	<p>Each program within the Bryan School has separate learning goals as listed with the degree program. The essential components of a professional education in business (excluding the B.S. and B.A. in Economics and the B.S. in Consumer, Apparel, and Retail Studies) include common courses for breadth and opportunities for advanced work for depth in the various business disciplines. These core business programs share the following common learning goals:</p> <ol style="list-style-type: none"> 1. Students will implement the various steps of the critical thinking process, supported by the appropriate use of analytical and quantitative techniques, to formulate recommendations for subsequent decision-making. 2. Students will apply appropriate ethical standards when making recommendations for business decision-making. 3. Students will evaluate business decisions in the context of sustainability goals, balancing environmental, social, and economic needs, conditions, and potential decision impacts. 4. Students will formulate appropriate strategies, in the context of global issues and forces, to improve business performance in the world economy. 5. Students will explain the roles of innovation and innovation management in achieving successful business strategies, decisions, and performance. 6. Students will be able to plan, schedule, contribute to, and lead projects.

Instructor Information

Instructor	Sam Chinnis, CPIM, CSCP, CLTD, MBA
Background	I have been teaching Supply Chain courses for the last 18 years. Before teaching, I worked in the Paper and Chemicals Industries in a variety of roles for 24 years. My last job before teaching was Supply Chain Director, NAFTA for a division of the chemical company. I was responsible for warehousing, transportation, sourcing, inventory management, customer service, and intra-company international shipments.
Contact	Email: sjchinnis@uncg.edu Phone: 336-334-4290
Office	Bryan Building Room 485. Please let me know if you plan to stop by.
Office Hours	Tuesdays 5:00PM - 6PM. (I am in the office and available through MS Teams)

Communication Expectations.

Although I have a phone extension, I will most easily be reached by email at sjchinnis@uncg.edu. If you would like to talk, we can set up a meeting in my office or

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on Teams. Sometimes screen sharing is helpful in troubleshooting problems with the homework.

The following are expected in all communication that occurs in this class, whether it is electronic or in-person.

- Professional and respectful tone and civility are used in communicating with classmates and the instructor, whether the communication is by electronic means, by telephone, or face-to-face.
- Written communication, both formal and informal, uses Standard English rather than popular online abbreviations and regional colloquialisms. This means no texting abbreviations
- Spelling and grammar are correct.
- Include which **course and section** you are in. This is section 01.
- When sending a question please include which **course and assignment** are related to the question.

How I will communicate with you:

OK, I said it, e-mail. I will respond by email and announce by email, etc. It will go to your Spartan Outlook email. I know that you are not picking up your phone every ten minutes to check your Spartan email. Here are your choices:

1. Do nothing different, check your Spartan email as often as possible. This is where the information is.
2. Download the Canvas app to your phone. You will receive notification on your phone when there is a message. NOTE: It will be difficult to complete assignments on your phone.
3. Add your Spartan email account using the Outlook app on your phone. You will receive a notification on your phone when there is a message.

These choices are up to you. I am not mandating any of these, just showing you some options.

Instructional Methodology:

The methods employed to achieve the learning objectives will vary, but include:

1. Textbook reading and study assignments.
2. Class sessions highlighting critical textbook material.
3. Homework problems and questions. Chapter Quizzes
4. Video clips in Canvas covering textbook materials, current events, and problem-solving methods.
5. The Cool Connection business simulation.

Performance Evaluation and Grading

1. Grades

The semester grade will be based on the following categories:

Discussion Forums	10%
Three Exams (10% each)	30%
Chapter Homework	25%
Mini Case Sustainability	10%

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The Cool Connection Simulation	25%
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Grading Scale

Grade	A	A-	B+	B	B-	C+	C	C-	F
Score	93-100	90-92.99	87-89.99	84-86.99	80-83.99	77-79.99	73-76.99	70-72.99	<70

2. Chapter Homework

Each student will be required to complete homework assignments. Details and due dates will be posted on Canvas and Connect. These problems mostly involve some problem solving.

3. Exams

The three exams will contain 30 multiple choice questions from the textbook reading. They will be timed so plan to start and complete the exams in one session. They are not cumulative.

4. Mini-Case Sustainability

Students will be required to complete an analysis of sustainability efforts of a company. Details will be provided in Canvas. This will be evaluated as follows:

Learning Goal Objectives (Definition)	Criterion for Exceeds Expectations	Criterion for Meets Expectations	Criterion for Below Expectations
b. Evaluate sustainable business practices.	Students thoroughly evaluate sustainable business practices with regard to the triple bottom line. Given literature is referenced along with presentation and company publications	Students adequately evaluate sustainable business practices with regard to the triple bottom line. Minimal coverage of the three performance measures. Or thoroughly evaluate sustainable business practices using only two of the performance measures	Students do not evaluate sustainable business practices using at least two of the performance measures.

5. The Cool Connection Game

Students in teams (with three or four students per team) will be assigned roles (for the Sales, Purchasing, Supply Chain, and Finance functions) in The Cool Connection Simulation Exercise. Students are expected to pay for and obtain access to the software by September 20th, 2023 (Wednesday). Instructions on obtaining access to the software will be provided by the faculty member by August 30 (Wednesday). Six (6) rounds of the simulation will be carried out over the last seven weeks of the semester. As a group you will analyze the business conditions around your company and execute your decisions to improve operations. After each round you as an individual will also write a summary of what

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happened, what decisions were made, and what was the impact of those decisions. Also included will be any learnings about the relationships between different sets of decisions. The scores on The Cool Connection simulation exercise are: (a) 30 points for four individual notes for each round, (b) 30 points for two team notes at the end of Round 3, and 6, and (c) 40 points for individual report. The faculty member will present the results and post-mortem discussion on each round each Tuesday.

Policy on Late or Missed Work

Late work is generally not accepted. If there are extenuating circumstances, please contact me before the due date. **Please note** that I do not need doctors' notes or any disclosure of illness that may be affecting a submission. We are all professionals here and your privacy is important.

Due Dates for Assignments

Most assignments will be due on Thursday evenings by 11:55 PM. Any assignment dates are subject to change. At least one week's notice with an announcement will accompany any due date change.

Technology Requirements

Students will be expected, whenever possible, to use appropriate information technology in completing assignments. Discussion of the impact of emerging technology on the Supply Chain and Operations function will be a component of this course. Many assignments will be completed using Microsoft Excel.

Artificial Intelligence (AI)

You are expected to follow the University's Academic Integrity Policy. All ideas, text, images, and other content you submit should be appropriately cited when taken, directly or indirectly, from another source. For purposes of this course, use of generative artificial intelligence (GAI) will be allowed to contribute to papers or discussion as long as the sources are cited. The presentation of another's work as your own, is a violation of the Academic Integrity Policy. If you are unsure about whether particular uses of GAI tools may be plagiarism, cheating, or another form of academic dishonesty, please reach out to me to discuss it as soon as possible. One very helpful addition to your submittals will be a summary of your AI prompts and responses.

Political, Social, Legal, Regulatory and Environmental Perspectives:

These will be discussed as they apply to location decisions made by Operations Managers and how they pose challenges for Operations Managers.

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Academic Integrity Policy:

Students are invited to use GAI platforms to help prepare for assignments and projects (e.g., to help with brainstorming or to see what a completed essay might look like). I also welcome you to use GAI tools to help revise and edit your work (e.g., to help identify flaws in reasoning, spot confusing or underdeveloped paragraphs, or to simply fix citations). When submitting work, students must clearly identify any writing, text, or media generated by GAI. This can be done in a variety of ways. In this course, parts of essays generated by GAI should appear in a different colored font, and the relationship between those sections and student contributions should be discussed in cover letters that accompany the essay submission.

Faculty/Student Guidelines:

The Bryan School has developed a set of guidelines on student behavior and expectations in and out of the classroom as well as what you should expect of me as faculty member. I will encourage you to read through those guidelines by the end of the first week of class. Here is a link to the pdf file for those guidelines. <https://bryan.uncg.edu/wp-content/uploads/2017/08/Faculty-and-Student-Guidelines-2018-2019.pdf>

Health and Wellness:

Your health impacts your learning. Throughout your time in college, you may experience a range of health issues that can cause barriers to your learning. These might include physical ailments, illnesses, strained relationships, anxiety, high levels of stress, alcohol/drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may be experiencing. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at <https://shs.uncg.edu/> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. Help is always available.

Academic Accommodations:

The University of North Carolina at Greensboro respects and welcomes students of all backgrounds and abilities. If you feel you will encounter any barriers to full participation in this course due to the impact of a disability, please contact the Office of Accessibility Resources and Services (OARS). The OARS staff can meet with you to discuss the barriers you are experiencing and explain the eligibility process for establishing academic accommodations. You can learn more about OARS by visiting their website at <https://ods.uncg.edu/> or by calling 336-334-544 or visiting them in Suite 215, EUC.

Religious Obligations:

It is expected that instructors will make reasonable accommodations for students who have conflicts due to religious obligations. Please make arrangements with the instructor in advance of any conflict. For more information on UNCG's Religious Obligations policy, visit: <https://docs.google.com/spreadsheets/d/1r7fZEcKyXzUPG4ztGVynNrdQyKn527xV3i-ESX4043c/preview>

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Course Schedule - This schedule is subject to change with notice.

MBA 708 Fall 2025 Course Assignment Schedule		
Topic	Assignments	Due Date
CH 1. Introduction to Operations and Supply Chain Management	Welcome/ Introduction Discussion Forum CH1: Company Comparison(Canvas)	Thursday, August 28, 2025
CH 2: Strategy	CH 2: Risk Management Discussion (Canvas)	
CH 4: Projects	CH 4: Analytical Data Assignment (Connect)	Thursday, September 4, 2025
CH 5/5S: Strategic Capacity Management/ Investment Analysis	CH 5:Analytical Data Assignment (Connect)	Thursday, September 11, 2025
Exam 1: Chapters 1,2,4,5	Connect	Thursday, September 18, 2025
The Cool Connection	Register and Sign up For the Cool Connection Game	
CH. 7 Manufacturing Processes	CH 7: Homework Assignment (Connect)	Thursday, September 25, 2025
CH. 8 Facility Layout	CH 8: Facility Layout Discussion (Canvas)	
Mini-Case Analysis_ Sustainability	Canvas	Thursday, October 2, 2025
CH: 9/ 9S Service Processes_Healthcare	TCC Round 1 Decisions Due	Thursday, October 9, 2025
CH. 12 Six Sigma Quality Introduction	CH 12: Homework Assignment (Connect) TCC Individual Report Round 1	Thursday, October 16, 2025
CH. 13 Statistical Quality Control	CH 13: Homework Assignment (Connect) TCC Round 2 Decisions Due	Thursday, October 23, 2025
Exam 2: Chapters 7,8,9,9S,12,13	Connect	Thursday, October 30, 2025
CH. 14 Lean Supply Chains	CH 14: Pro Fishing Boats Case: Canvas and Textbook	
CH. 15 Logistics, Distribution and Transportation	TCC Individual Report Round 2 AI Data Analysis Assignment TCC Round 3 Decisions Due	
CH. 16 Global Sourcing	TCC Individual Report Round 3 TCC Mid-Exercise Team Report TCC Round 4 Decisions Due	Thursday, November 6, 2025
CH. 18 Forecasting	CH 18: Analytical Data Assignment (Connect)	
CH 19: Sales and Operations Planning	TCC Individual Report Round 4 TCC Round 5 Decisions Due	Thursday, November 13, 2025
	TCC Individual Report Round 5 TCC Round 6 Decisions Due	Thursday, November 20, 2025
CH 20: Inventory Management	TCC Individual Report Round 6 TCC Final Team Report	Thursday, December 4, 2025
Exam 3: Chapters 14,15,16,18,19,20	Connect	<u>Wednesday, December 10, 2025</u>