

**MBA 604**  
**Managing Value-Creating Business Operations**

[Semester/Year]

[Class location]

[Class Meeting time(s)]

Instructor: [Name] [Office, e-mail, phone]

Office Hours: [scheduled + by appointment? Virtual Office Hours?]

**I. Rationale/Purpose**

The Master of Business Administration (MBA) is an integrative, interdisciplinary degree designed to create independent, lifelong learners who are *Business-Ready* to assume leadership positions.

The AACSB accredits Colleges of Business, including Western Carolina University. This course addresses one of three AACSB standards associated with Master of Business Administration Programs. MBA graduates:

- Will have the ability to apply knowledge in new and unfamiliar circumstances through conceptual understanding of production and operations management.

The MBA program has developed an Assurance of Learning Program that facilitates ongoing quality enhancement. This course shares responsibility for the achievement of four programmatic goals. MBA graduates will:

1. Understand the role strategy plays in an organization and be able to apply organizational strategy to human resource decisions in specific situations.
2. Have a solid foundation of knowledge of human resource management terms and concepts.
3. Be able to develop human resource strategies that are consistent with corporate strategies in specific situations.
4. Be able to analyze the contributions from human resources necessary to assembling an overall image of the potential for a business concept.
5. Be able to analyze the contributions from production and operations Management necessary to assembling an overall image of the potential for a business concept.
6. Be able to use analytical tools to improve the evaluation of alternatives and subsequent judgment.

**II. Course Aim and Objectives:**

- Aim: This course will deal with managing the value-creating operations within business organizations. Emphasis will be placed on promoting business success through operations success.
- Specific Learning Objectives:

*By the end of the course, students will:*

1. Be able to describe the execution of value propositions through operations, customer relations and service management, and be able to implement those 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 judgment.
8. Describe accounting for inventories 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 decisions 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.

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

Sample Textbooks:

Interactive Models for Operations and Supply Chain Management 1e with CD

Byron Finch, MIAMI UNIVERSITY OF OH-OXFORD

Softcover with CDROM ©2007, ISBN-13 9780072982749

Chasing the Rabbit: How Market Leaders Outdistance the Competition and How Great Companies Can Catch Up and Win, Foreword by Clay Christensen, [1st Edition](#)

Steven J. Spear

Hardcover, 432 pages©2009,

ISBN-13 9780071499880

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

- Statement on Accommodations for students with disabilities:

*Western Carolina University is committed to providing equal educational opportunities for students with documented disabilities. Students who require disability services or reasonable accommodations must identify themselves as having a disability and provide current diagnostic documentation to Disability Services. All information is confidential. Please contact Disability Services for more information at (828) 227-2716 or 144 Killian Annex.*

- Statement on Academic Integrity (including plagiarism):

#### Academic Honesty Policy

Western Carolina University, as 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 Western Carolina University because it threatens the quality of scholarship and defrauds those who depend on knowledge and integrity. Academic dishonesty includes:

a. **Cheating**—Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.

b. **Fabrication**—Intentional falsification 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.

Please refer to the graduate catalog for specific procedures.

- Attendance Policy

Students are expected to attend all classes. Group meetings and meetings with outside organizations may also be necessary.

**V. Grading Procedures:**

	<i>Percentage of Grade Or number of points</i>	<i>Student's score</i>
<b>Mid-Term Examination</b>	[ 20% ]	
<b>Applied Project</b>	[ 20% ]	
<b>Group Activities</b>	[ 20% ]	
<b>Participation/Daily Quizzes</b>	[ 20% ]	
<b>Final Examination</b>	[ 20% ]	
	<b>100%</b>	

Letter grades will be assigned according to the following:

### **Grading System**

The grades which may be assigned to graduate credit courses are as follows:

<b>Grade</b>	<b>Interpretation</b>	<b>Quality Points Per Hour</b>	<b>Grade</b>	<b>Interpretation</b>	<b>Quality Points Per Hour</b>
A	Superior	4	W	Withdrawal	-
B	Good	3	AU	Audit	-
C	Passing	2	IP	Grade Pending	-
F	Failure	0	S	Satisfactory	0
I	Incomplete	-	U	Unsatisfactory	0

### **VIII. Tentative Course Schedule**