

**MGT/MGP -282 Supply Chain Planning and Operations Management**

**Lecturer:** Dr. Keisha Nichols

**Office Hours:** by appointment

**Class Website:** Canvas

**Offering:** Sacramento MBA, Wed., 6:00-9:00pm

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Please allow for 24 hours to respond to both email and phone messages. You can text via cell. Please identify yourself with each text message.

**Course Purpose / Objectives:**

**This course is 100% group work, may require research, as well as reflective and critical thinking. Course outcomes are contingent on your inputs.**

The course is titled Supply Chain Planning and Operations Management. The course **will not** have a focus on supply chain management in the context of manufacturing, but moreover, **a focus on operations management and the delivery of services; both in the nonprofit and for profit sectors**. The intent is to discover how leaders and managers can create value by delivering services effectively and efficiently within operations. Effectiveness is based on key tenants such as value, quality of service, time and place. Therefore, the course will also focus on Project management and usage within Operations. We will explore these concepts through text, (theory and the Goal), discussion and simulation. The course is more qualitative in nature.

Efficiency is based on key tenants such as low or optimal cost and the leveraging of resources. The course will examine performance measurement and management as well as usage, and the role of technology.

**The expectation is that students will be able to do the following:**

1. Critically analyze overall operations and identify opportunities to improve effectiveness and efficiency
2. Understand operational value
  - a. Diagnose barriers to creating value
3. Determine effective and efficient solutions to barriers
4. Leverage concepts learned to solve Operational issues

## Readings

Purchase Strategic Management 3e E- text by Frank Rothaemel (this is a bundle purchased through Capsim along with the simulation access – it is cheaper to purchase this way. Please see more information below)

Eliyahu M. Goldratt, *The Goal, A Process of Ongoing Improvement*, ISBN: 0884271781  
(you should have your own copy of the goal)

Case studies: all case studies can be found on Study.net. Cases are listed in the course schedule and at the close of the syllabus.

## Preparation for Class and Lecture

We will cover only selected chapters and sections within the textbook- in addition to material that may not be covered in the text. The attached schedule indicates which chapters/sections will be covered during each class session. To facilitate learning and class discussion, students are expected to read the assigned chapters prior to the lecture.

In addition to the text, you will be responsible for reading *The Goal* by Eliyahu M. Goldratt. The attached schedule will also indicate which chapters to read prior to class sessions, as well as questions for understanding. Please follow the guided reading tips for *The Goal*. They will follow the course schedule.

You will also have a case study to read and review each week. The class will be divided into teams (depending on the number of students in the class). In one class session, post lecture, a student team will lead a discussion analyzing critical elements of the case. Questions / or a structured framework will be provided for you to assist with shaping your discussion. The goal here is to create a rich learning environment through discussion, promote critical thinking and challenge assumptions. You are required to leverage concepts from readings and discussion in your presentation.

Finally, the class will be divided into teams; groups of (x). You will participate in Capsim; a course simulation. The simulation has a focus on managing the total enterprise. Participants take the reins of a \$40 million company that has no clear direction and poor financial results. The task is to build the business, adding products and focusing the management decisions from every key department on the company's goals. Each team will experience round play in one class session per week. "Lab" or discussion days will be spent with the teaching assistant. This time will be utilized to discuss strategy, understanding of concepts, align practical concepts from the text, etc.

## Teams

**The course has a focus on team work only.** You will be a part of two working teams, (as you could be a part of multiple teams in the working / real world environment). There will be teams that are focused solely on assignments and white presentations. There will also be teams focused on Capsim and Capsim deliverables only. You will be a part of both and expected to work across both for the term.

### **Class contribution**

Learning is not passive. A rich learning environment is created through a mutual exchange of ideas, experiences and learning. This class relies on informed engagement for learning; therefore, assignments must be completed and class participation is critical. Quality contributions involve critical listening as well as thinking – before speaking. You should be prepared to contribute to class throughout the term by surfacing issues that are relevant to the current focus of the class. You are expected to attend every class session prepared. You will demonstrate preparedness by integrating learned concepts over the term.

### **Quality contributions are:**

1. Contributions that use logic, evidence and data to support conclusions – it is more than an expression of an opinion
2. Contributions that demonstrate curiosity
3. Contributions that take into consideration the ideas already surfaced and move the discourse along with new insights

### **Attendance**

If you will be absent or late to class, please inform me prior to the start of class via email or text. Points will be deducted at my discretion if more than two classes are missed without sufficient reason, (discussion of concern). This course offering is an “unplugged offering”. Due to the nature of the course work, engagement is critical. Therefore, the use of laptops, cellular and other electronic devices are not permitted. If an electronic device is warranted due to language or disabilities, please seek permission from student disabilities services. Attendance will be taken via signup sheet at the close of every course.

### **Assignments**

All assignments should be completed prior to class and posted to the course portal. All assignments are team assignments; therefore, one person should submit to the portal for the team. Late assignments are simply not accepted. I also do not accept assignments via email. **All assignments must be uploaded to the course portal.** Late means -that the assignment drop box is no longer accessible. There are occasionally technical issues with the course portal. Therefore, I encourage you to submit in a timely enough fashion to account for technical concerns. In the event an issue should occur- with the portal or otherwise, please ensure that you communicate with me promptly so that we can discuss alternatives / options.

### **Case White presentation**

Teams will be required to analyze a weekly case based on a guiding framework. Each team will lead / facilitate a class discussion about the case, (everyone does not have to present- but all members of the team must contribute to the final deliverable). The goal is to marry theoretical concepts with practice as well as discuss relevant concepts. Each team will present and submit a “white” presentation via the

course portal. There are no set requirements in terms of structural elements of the presentation. We will

### **Guide Questions**

Please refer to the Goal Question Guide for questions answered on a weekly basis. All answers to questions should be 2-3 full pages in length, 12 font, and APA 6 format.

### **Capsim / Capstone**

#### Pre-Course Work

#### Complete Capsim Registration

1. go to [www.capsim.com](http://www.capsim.com)
2. on the left side, click on the Register button
3. read the welcome message, agree to terms using the radio button
4. click on the “continue with the registration for this course” button to continue
5. enter industry ID number: **C87360**
6. complete all required fields
7. select the I do not have one or more registration filed
8. You will be prompted to pay for the course using a credit card or your checking account information. Each student must have his/ her own paid account. Please ensure you purchase the bundle with text.

#### **Join a Company**

1. Exit login in using your USER Id and Password
2. Click on the Capstone logo
3. On the left menu click Dashboard
4. Select “Join a Company” on the task list (this will be your selection for class as well – try to evenly distribute assignments)
5. You will be prompted to join a corporation. You may click any corporation to gain access to the simulation materials.

#### **Rehearsal Tutorial**

**It is essential that you prepare prior to attending the course. There is a great deal of information to review for understanding. Please ensure that you allot the appropriate time to preliminary work for this course. The purpose of the preliminary work is for general understanding, please do not aim for proficiency as you go through this material. I will facilitate an abbreviated review of this material in class.**

1. Log onto Capsim and click on the Capstone logo
2. On the left menu click on the Getting Started option

3. Go through the following tabs:
  - a. View introductory lesson (15-minute video. It is suggested that you take the optional quiz)
  - b. Rehearsal tutorial- within this tab select the Open the Rehearsal Tutorial which will guide you through 6 tactics. Once you have completed studying the tactics you should take the quiz. You can take the quiz as many times as you want. After completion of the quiz, the Rehearsal will put your decisions into competition with two computer managed companies and advance the clock one year. You can then examine the results to see how you did.
  - c. The Guide – you will be giving a hard copy in class. However, a PDF version can be downloaded under the Help menu on the left side. Use this as a reference guide as you go through the simulation.
  - d. There is support for the simulation- access the MSI support link from the left menu of your [www. Capsim.com](http://www.Capsim.com) account. Please allow 24hrs for a response. You can also speak to a live person during office hours, (Central times zones):  
Monday- Thursday 8 a.m. – 11p.m.  
Friday 8:00 a.m. – 6 p.m.  
Sunday 3p.m. – 11p.m.  
877-477-8787

### **Group Project**

The purpose of the group project is to allow your team to exercise key practical skills of project management. There are many different views on project management as well as a broad assessment of principles of good project management. You will use fundamental skills to develop a project plan that would allow for immediate traction if leveraged.

Each team will focus on a project of choice based on the progression to - and results of your final Capsim round. The project should have a focus that would assist with sustainability of your organization if you engaged in continued rounds, (life cycle of the organization). Your team must focus on some aspect of operations. The project should capture the following details:

1. Ensure that you **define** the project: need, objectives, benefits and outcomes
2. Determine the scope of work
3. Plan the delivery of the project in detail
  1. Ensure your plan has integrity; think about short cuts – and the potential impact to cost
4. Ensure that there is a common vocabulary used throughout your project plan
5. Discuss the organization, roles and responsibilities
  1. Within the planning process, it is also fundamentally important to define the responsibilities (not just the roles) of all key parties relative to the plan – not doing so to a level of detail that results in clarity is a major source of issues on projects.
  2. Consider responsibilities of governance; roles and relationships in accordance to the project

6. Include a synopsis of assumptions
7. Develop a schedule and cost baseline
8. Develop staffing, resource and overall capacity planning
9. Analyse project quality and risks
10. Determine how your project will be communicated

You will include appendixes with supporting detail from your Capsim rounds. These details should be referenced to support proposed actions within your plan.

The project plan should be 10-15 pages in length, APA 6 format, and 12 font. Visuals are encouraged; graphs, charts, strategic tools, etc. Your appendix is not included in the page count. Please include citations if warranted.

**Exam –we will discuss**

Assignment	Possible Points
<b>Class Contribution / Participation</b>	25
<b>Questions for the Goal (Goal Guide)</b>	200 possible pts. (20 pts per question)
<b>Case – White presentation</b>	50 pts per team
<b>Capsim – placing is within each industry – any team that earns 3<sup>rd</sup> place or below will receive 40 pts</b>	50 pts – 1 <sup>st</sup> place team 45 pts- 2 <sup>nd</sup> place team 40 pts – 3 <sup>rd</sup> place team
<b>Essay Exam</b>	100
<b>Group Project</b>	100
<b>Total Max Possible Points</b>	525 pts

**Point count subject to change based on assignments added or removed**

Week	Reading before class	Assignment	In class
<b>1 4/5</b>	Case 1 Text Chapter 1 The Goal chapters 1-3	Register for Capsim prior to class Complete tutorial (it is critical that you do this before class) Case white presentation: deliverable due on 4/11 @ 11:59pm / be prepared to present on 4/12 Guide questions 1&2 due	Introductions (if feasible depending on class size) Review syllabus Team assignments Capsim practice rounds 1,2 (30 min rounds)

		4/11 @11:59 pm	
<b>2</b> <b>4/12</b>	Case 2 Text chapter 2 The Goal chapters 4,5	Guide questions 3&4 due 4/18 @11:59 pm Case white presentation deliverable due on 4/18 @ 11:59 pm / be prepared to present on 4/19	Lecture Case 1 student review Competition round 1
<b>3</b> <b>4/19</b>	Review capsim concepts with team- begin thinking about strategy you will employ Case 3	Case white presentation due on 4/25 @ 11:59 pm / be prepared to present on 5/3	Competition rounds 2 & 3 – short debrief Case 2 review
<b>4</b> <b>4/26</b>	Text chapter 3, 4, 5 The Goal Chapters 6 - 10	Guide questions 5&6 due 5/2 @ 11:59 pm	(Possible) Guest Lecturer
<b>5</b> <b>5/3</b>	Case 4 Text Chapter 6, 7, 8 The Goal chapters 11, 12	Guide questions 7&8 due on 5/9 @ 11:59 pm Case white presentation deliverable due on 5/9 @ 11:59 pm / be prepared to present on 5/10	Case 3 student review Capsim competition rounds 4 & 5
<b>6</b> <b>5/10</b>	Case 5 The Goal Chapters 13-21 Continue to discuss Capsim, concepts and think about team project	Case white presentation deliverable due on 5/16 @ 11:59pm / be prepared to present on 5/17	Case 4 student review lecture
<b>7</b> <b>5/17</b>	Case 6 Text chapters 9,10 ,11	Case white presentation deliverable due on 5/23 @ 11:59pm / be prepared to present on 5/24	Case 5 team review Lecture Capsim competition round 7
<b>8</b> <b>5/24</b>	Case 7 The Goal chapters 21-28	Case white presentation deliverable due on 5/30 @ 11:59 pm / be prepared to present on 5/31	Case 6 team review Lecture Final competition round 8
<b>9</b> <b>5/31</b>	Case 8 Text chapter 12	Guide questions 9&10 due on 6/6 @ 11:59 pm Case white presentation deliverable due on 6/6 pm / be prepared to present on 6/7	Case 7 team review (Possible) Guest Speaker

<b>10 6/7</b>		Final deliverable / team project due on 6/7 by 11:59 pm	Case 8 team review Final exam essay – exam essay questions will be released the day of the exam. Please ensure that you bring your laptop to class. All essays will be upload to published drop box at the close of course session.
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## List of cases:

1. CASE 1: SUBHIKSHA: MANAGING STORE OPERATIONS
2. CASE 2: SEVEN-ELEVEN JAPAN CO.
3. CASE 3: CANAAN GROUP: PORT METRO VANCOUVER CONTAINER TRANS-LOAD SERVICE
4. CASE 4: GENETICALLY MODIFIED FOOD DONATIONS AND THE COST OF NEUTRALITY: LOGISTICS RESPONSE TO THE 2002 FOOD CRISIS IN SOUTHERN AFRICA
5. CASE 5: EXEL PLC--SUPPLY CHAIN MANAGEMENT AT HAUS MART
6. CASE 6: BRAZOS VALLEY FOOD BANK: FOSTERING PARTNERSHIPS, FEEDING HOPE
7. CASE 7: CISCO SYSTEMS, INC.: COLLABORATING ON NEW PRODUCT INTRODUCTION
8. CASE 8: FRC\* - CHOREOGRAPHER OF DISASTER MANAGEMENT: THE GUJARAT EARTHQUAKE MANAGEMENT: THE GUJARAT EARTHQUAKE



**Syllabus can change at my discretion. I will ensure to notify of any changes and potential impact – in a timely fashion.**

## TA

**This course has been assigned a teaching assistant. The purpose of the teaching assistant is to allow for additional support to clarify concepts covered in class, as well as technical assistance for simulation.**

### GUIDED READING TIPS TO *THE GOAL*<sup>1</sup>

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“The Goal” is probably the most read novel on operations management. It is regularly used and referenced in general management and operations management seminars. It is also regularly prescribed in operations and supply chain management and even accounting courses. It highlights the practical challenges faced by manufacturing managers which are universally applicable to all sectors (banks, hospitals, retail, and government agencies) and provides a systematic approach to effectively managing any business process. It also highlights the critical importance of operations management capabilities to help organizations become profitable. The same concept applies to non-profit organizations due to demands for meeting their goals cost-effectively.

This document provides questions for helping you focus on key points in reading the book. Please review the following questions and then read the entire book to derive answers to these questions. You will be asked True-False or Multiple-Choice questions only on the book. These questions will not target whether you remember small details but rather whether you understand the theme and major insights and events from the book as captured by the following questions.

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1. (Chapters 1-3) Explain the problems the Bearington Plant faced before Alex Rogo met with Jonah at the Chicago airport. What actions had Alex taken initially at Bearington and how successful were they for the plant and for the entire UniWare division?
2. (Chapters 1-3) After expediting the Burnside order for Peach, Alex and Bob Donovan come to realize in achieving on-time delivery, another important, but conflicting, requirement also be met. What is that conflict?
3. (Chapters 4-5) Why did Jonah think that although Alex reported improved departmental efficiency, there really was no plant-wide improvement? Is it possible to have departmental success that does not translate into plant success?

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<sup>1</sup> Goldratt and Cox, *The Goal*, North River Press, Great Barrington, MA, 2004

4. (Chapter 4-5) When asking about productivity, Jonah thought Alex's answer about improved efficiency was not appropriate. What did they agree *productivity* really was?
5. (Chapter 4-5) Alex realized everything else was subordinate to the goal. For manufacturing organizations like the Bearington plant, what did Alex determine *The Goal* to be?
6. (Ch 6-10) Jonah suggested that performance measures like profit and ROI were not meaningful in departments of the plant. What three performance measurements did he suggest as better?
7. (Ch 11-17) The Boy Scout hike was a breakthrough for Alex. Why did he decide a plant with *balanced* capacities does not perform well? How does this relate to statistical fluctuations and dependent events? How does the Boy Scout Troop demonstrate the "GLOBAL" view of a manufacturing plant rather than the "LOCAL" view?
8. (Ch 18-21) What is the difference between a bottleneck and a non-bottleneck resource? How does this relate to the goal?
9. (Ch 18-21) What is the true cost of capacity at a bottleneck? What was the purpose of the red/green tag system introduced by Alex? What bottlenecks did it help and how?
10. (Ch 22-28) What does Jonah mean when he says "an hour saved at a non-bottleneck is a mirage"?