

MGB -282 Supply Chain Planning and Operations Management

Lecturer: Dr. Keisha Nichols

Office Hours: by appointment

Class Website: Canvas

Offering: San Ramon, Saturday 9a.m. – 12p.m., 1p.m. – 4 p.m.

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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 a combination of group work and independent assignments. The course will 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 focus on supply chain management in the context of manufacturing, as well as a focus on operations management and the delivery of services. The intent is to discover how leaders and managers can create value by delivering products and services effectively and efficiently. Effectiveness is based on key tenants such as value, quality of service, time and place. Therefore, the course will also have a minor focus on Project management and usage within Operations. 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.

We will explore these concepts through publications, The Goal, case studies and simulation. **The course is more qualitative in nature.**

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

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

All material may not be covered in the classroom. Our discussions may be an extension of the publications read, or an approach that allows for understanding of practical implication or application. To facilitate learning and class discussion, students are expected to read the assigned material prior to the lecture.

The course is patterned in terms of work flow week over week:

- Lecture / discussion
 - Concepts
 - The Goal
- White presentation
- Simulation (conversation about the strategic landscape if feasible)

The simulation will require group work. 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. This time will be utilized to discuss strategy, understanding of concepts, align practical concepts from the text, etc.

Teams

The course requires teamwork for the simulation, white presentation and the final presentation. You have the option to be a part of two working teams- or you can create one team for all activities.

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).

Assignments

All assignments should be completed prior to class and posted to the course portal. For all team assignments one team member should upload the deliverable to the course portal. 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 are 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. The format for case white presentations will be discussed at the start of class.

Reading/ Writing Prompt

Each week, students will be assigned a reading/ writing prompt. The prompt will focus on concepts explored for the respective week and aim to promote synergy between the methods of learning. Students are to address the prompt according to the specified instructions.

Capsim / Capstone

Pre-Course Work

Complete Capsim Registration

1. go to 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

enter industry ID number: C97002

5. complete all required fields
6. select the I do not have one or more registration filed
7. 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 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

Strategic Summary

Each team will be responsible for tailoring a strategic summary to the class called a status report. Each team will take time after a simulation round to consider the following:

1. What key strategic decisions were made this round and why?
2. How might this provide you competitive advantage?
3. What opportunities did you experience this round?
4. What key insights did you learn from your competition / landscape – is there anything you would like to explore with the competition?
5. What is your focus for the next round?

You should be prepared to facilitate a discussion with these inclusions with the other competing teams. This is a competition- but it is also a learning experience. Your status report should be a 5-10-minute summation.

Group Project / Final Presentation

The purpose of the group project / presentation is to promote the team to self-evaluate in terms of performance, as well as reflect and critically think about lessons learned, and opportunities for improvement.

The team will determine what opportunities that could be improved if you had additional years in the lifecycle of your organization. You will design a project with a focus on key opportunities and what you will do to improve performance. Throughout the project you will leverage the concepts explored through publications, case studies, and The Goal – throughout the course.

The project/ presentation will follow the following basic criteria:

1. Review of strategy
2. Review of kpi's and discussion of how they drive performance
3. Review of rounds 1-4
4. Review of rounds 4-8
5. Summation of overall performance and key opportunities for performance improvement
6. Identification of focus of "project" based on opportunities / scope
7. Plan delivery of project (inclusive of costs, risks, etc.)

8. Include a synopsis of assumptions
9. Analyse project quality and risks
10. Determine how your project will be communicated

You will include visuals and detail from your capsim rounds. The project / presentation should be both quantitative and qualitative.

Exam –we will discuss

Assignment	Possible Points
Reading / Writing Prompt	50 pts (50 x 5= 250 possible pts)
Case – White presentation	75 pts
Capsim – placing is within each industry – any team that earns 3 rd place or below will receive 40 pts	50 pts – 1 st place team 45 pts- 2 nd place team 40 pts – 3 rd place team
Essay Exam	100
Group Project	100
Total Max Possible Points	575 possible pts

Point count subject to change based on assignments added or removed

week	First Half (in class)	Second Half (in class)	Assignment	Readings
1 4/7	Review of syllabus Lecture	Lecture White case presentation (unassigned) Potential practice rounds.	Register for capsim prior to class. Please ensure that you complete the tutorial. This will be critical in order to participate in practice rounds.	https://www.cio.com/article/2439493/supply-chain-management/supply-chain-management-supply-chain-management-definition-and-solutions.html 2. Toyota article (study.net) 3. Trouble Keeping Ops Focused 4. The Goal – chapters 1-3
2 4/21	Lecture White presentation / case 1 Round 1 Strategic summary	Lecture White presentation / case 2 Round 2 Strategic summary	Reading/ Writing prompt 1, 2 Case white presentation Case 1,2 Due 4/14@ 11:59 pm	<u>First half - competitiveness, strategy and productivity</u> 1. http://www.yieldopedia.com/paneladmin/reports/c4dd65ed1c2ab783965be5e1c8849b2c.pdf 2. https://hbswk.hbs.edu/archive/achieving-supply-chain-productivity 3. The Goal chpts 4-5

				<p>4. Case 1</p> <hr/> <p>Second half- KPI's</p> <p>1. https://tdwi.org/articles/2009/08/01/performance-management-strategies-understanding-kpis.aspx this is a 3-page article</p> <p>2. http://www.ijaiem.org/volume2Issue1/JAIEM-2013-01-28-059.pdf warning: lot of quantitative detail that is interesting but focus on text</p> <p>3. http://www.supplychainbrain.com/latest-content/single-article/article/kpis-are-key-to-successful-supply-chain/ Supplemental The Goal 6-10 Case 2</p>
3 5/5	Lecture White presentation / case 3 Round 3 Strategic summary	Field Trip	Reading/ Writing prompt 3 Case white presentation Case 3 Due 4/28@ 11:59 pm Rounds 5,6 – TBD processing of round	<p>First half- Forecasting</p> <p>1. HBR Book chapter 2. Making Supply Meet Demand HBR 3. The Goal 11-12 4. Case 3</p> <hr/> <p>Second half – Field trip</p>
4 5/19	Lecture White presentation / case 4 Round 7 Strategic summary	Lecture White presentation / case 5 Round 8 Strategic summary	Reading/ Writing prompt 4,5 Case white presentation Case 4, 5 Due 5/12 @ 11:59 p.m.	<p>First half- Total Quality Management</p> <p>1. https://www.thebalance.com/total-quality-management-tqm-2221200 2. Core Curriculum Ops Mgt Reading (study.net) 3. TQM article 4. The Goal 13-21 5. Case 4</p> <hr/> <p>Second half – Capacity</p> <p>1. https://ids355.wikispaces.com/Ch.+5+S+trategic+Capacity+Planning+for+Products+and+Services 2. http://india.cgnglobal.com/node/46 Case 5</p>
5 6/2	Presentation	Essay Exam		

List of cases:

1. Case 1: [Exel PLC – Supply Chain Management at Haus Mart](#)
2. case 2: [Sky Deutschland \(A\): Driving Customer Loyalty Through Supply Chain Execution](#)
3. case 3: [Forecasting Demand for Food at Apollo Hospitals](#)
4. case 4: [Bayone Packaging Inc.](#)
5. case 5: [Genentech: Capacity Planning](#)