

Principles of Supply Chain and Operations Management

Department of Management

6500:330:001 (CN: 72874), POLSKY 204, three credits

Class Meetings¹: Monday / Wednesday / Friday, 11:00 AM – 11:50 AM

Instructor:	Dr. Asoke Dey	Term / Year:	Fall 2016
Office:	College of Business Administration (CBA337)	Phone:	330-972-6636
Email:	adey@uakron.edu	Office Hours:	Refer contact policy

Instructor Contact and Reply Policy

Office Hours: Monday / Wednesday 12:00 PM to 1:00 PM and Wednesday 6:30 PM to 8:00 PM.

I am also available by appointment and phone [leave a message in my voice mail], and e-mail.

Important Dates: Unit Exam One: **October 03, 2016** Unit Exam Two: **November 07, 2016**
Unit Exam Three: **December 07, 2016;** Final Exam: **December 12, 2016**

Course Information

Required Materials

Introduction to Operations and Supply Chain Management, by Bozarth and Handfield, 4th ed., Pearson / Prentice Hall, NJ 07458 (ISBN # is 978-0-13-387208-8)

Lecture materials and communication

The Springboard course management website will be primarily used to post PowerPoint slides, class documents, assignments / homework, announcements, dropbox uploads, etc. It can be accessed by following this link: <http://springboard.uakron.edu>. It is strongly suggested that you access and review materials BEFORE class. Class communications will be through Springboard. Make sure that you have your UA email forwarded to whichever email you regularly use.

Course Description

Course will be based on the concepts, principles and techniques for managing supply chains and operations in the manufacturing and service sectors. An overview of the terminology, fundamental concepts and functional scope of responsibility encountered in the field of supply chain and operations management will be covered.

Operations management is a discipline devoted to improving decision making – within and between organizations – that is related to the development, production, and delivery of goods and services. Operations encompass the bulk of most organizations with the largest portions of assets, working capital and human resources. We will adopt a broad managerial perspective emphasizing the strategic impact of operations decisions on the competitiveness of firms and their supply chains. We will also examine the interfaces between decision making in operations and other functional areas such as marketing, finance, and accounting as well as an impact on the external customers of the firm. As such performance of the firm is largely determined by the supply chain and operations area.

Prerequisites: Completion of 32 credit hours

¹ Online classes on several Fridays: Refer the schedule on page six for details.

Specific Course Competencies:

After successful completion of this course students are expected to do the following:

- ❖ Demonstrate an understanding of the basic elements of supply chain and operations
- ❖ Demonstrate an understanding of quality concepts and business processes
- ❖ Demonstrate an understanding of product and service designs, location analysis
- ❖ Demonstrate an understanding of supply chain linkages – forecasting, sourcing, logistics
- ❖ Demonstrate an understanding of planning and controlling operations and supply chains – capacity planning, aggregate planning, inventory management and JIT / lean production

Course Organization

This is an active learning class. Student participation is an essential part of this course. As such, students are expected to come ready to discuss the session's topic and participate in planned activities. It is in students' best interest to be on time and attentive. It is necessary for all students to **read the assigned chapters & scan the lecture slides in advance**. Calculators are required and should be brought to every class.

Several *Friday classes* are designed as *online classes* or used for class events. Refer to the section "Online Class Learning" on page 7 of the syllabus. The instructor will assign critical thinking / problem solving activities for several topics covered in the class throughout the semester.

Evaluation and Assessment

Grading

The final performance grade for the course will be determined as a composite of individual and team assignments, in-class exercises, and three unit exams. The purpose of multiple forms of evaluation is to fairly assess diverse styles of learning and abilities. The point distribution for the course is as follows:

Component	Points
Unit Exams (three at 60 points each)	180
Final Exam (<i>comprehensive</i>)	50
Assignments (four at 20 points each)	80
Team Case Analysis (two at 25 points each)	50
Classroom Assessment and Participation	40
Total	400 points

Grading Scale

Final letter grades in the course will be based on a scale with the scale never going above the following:

A 93%	B+ 87%	C+ 77%	D+ 67%	F Below 60%
A- 90%	B 83%	C 73%	D 63%	
	B- 80%	C- 70%	D- 60%	

If a student is on the borderline between an A and a B or a B and a C, then based on his/her overall class performance, instructor will decide whether adjustment of the course grade is warranted.

Grading Component Description

Unit Exam (three) and **Final Exam** (comprehensive)

The intent of each exam (unit and final) is to examine your basic understanding of the concepts in supply chain and operations management. Each exam will have multiple choice / True False / mathematical questions. Exams will be closed book and closed notes. The formulae needed for each exam will be provided. Calculators are required and should be brought in class. The three unit exams are NOT comprehensive. Final Exam will be comprehensive.

It is expected that the students will take the exams (unit and final) at regular scheduled times. During examinations, students may be asked to display their University of Akron picture IDs by placing them on their desks. A make-up exam is available only in exceptional circumstances for students with excused absences and will be considered only if notification of your absence was given prior to the exam (whenever possible), and documentation of your absence is provided before or after the exam.

Assignment (four)

There are four individual assignments which should be submitted individually through the drop box facility of springboard (or hard copy in class, if necessary). Each assignment's due date is shown in the class schedule. The assignments involve several problems which can be solved through Excel or by hand. Late submission of each assignment will be penalized 10% for each day late and will only earn a maximum of half credit once graded assignments have been returned.

Team Case Analysis (two)

Two cases will be analyzed during the semester that needs to be worked on teams (maximum, three students in one team). Late submission of each team case analysis will be penalized 10% for each day late and will only earn a maximum of half credit once graded cases have been returned. Refer to the section "Guidelines for Written Case Studies" on page 8 of the syllabus for guidance regarding the case analysis, grading policy and other relevant issues (how many pages, space, font etc.).

Classroom Assessment and Participation

Grading of these activities is based on 'were you in class', completion of the activity and quality of participation in class discussions. Classroom attendance will be based on being present in the class. The instructor will allow if the student miss class (maximum two days) during the semester.

Short in-class assessment exercises will be given throughout the semester. The purpose of classroom assessment is to determine if you have clearly understood a concept discussed in-class. These are in-class learning experiences, completed in a team environment and cannot be made up except under extraordinary circumstances. Extraordinary circumstances include: illness documented with a physician's note, funerals and weddings, travel associated with university sponsored activities.

Participation in class by individual student is strongly encouraged. The instructor will ask questions periodically in class to promote class discussion on relevant topics. Each student is expected to answer the questions and engage actively in class discussions. Failure to participate in class activities will negatively impact the final course grade.

Class Policies and Expectations

Suggestions on How to Approach This Class

Lecture notes, chapter wise PowerPoint slides and other documents will be regularly posted on the Springboard course management website. It is the responsibility of the student to print out the materials and bring them to class. Students are responsible for all material in the assigned readings, whether or not it is specifically covered in class, unless otherwise advised.

If you miss a class, make arrangements with a classmate to obtain a copy of the lecture notes. Go through the lecture material, PowerPoint notes and textbook readings. Then if you have any questions regarding the material, see the instructor during office hours and the instructor will be glad to help you catch up with the concepts.

Attendance

Attendance in this class is highly recommended to be successful in learning the course content. It is typical that each week, some type of points towards the final grade will be due, e.g., in- class work, assignment, analysis or unit exam. Therefore, missing a class will entail missing points.

Class Norms & Etiquette

We are a learning community, as such the expectation is that all students shall be treated and treat each other with respect. You are expected to observe the highest standards of conduct. Any behavior that disrupts or detracts from the progress of the class will result in disciplinary action. Please turn off all electronic devices when you enter class. Smart phones / cell phones are not permitted. Participation points will be deducted for using laptop for non-class related purpose.

You must be on the roster to attend this class. To ensure class success and as a courtesy to your fellow students, do not bring children, infants, other family members, or friends to this class.

Student Conduct and Community Standards

Academic Misconduct

It is each student's responsibility to know what constitutes academic dishonesty and to seek clarification directly from the instructor if necessary. Examples include:

- Submission of an assignment as the student's original work that is entirely or partly the work of another person
- Failure to appropriately cite references from published or unpublished works or print/non-print materials
- Providing and/or receiving information from another student other than the instructor
- Observing or assisting another student's work
- Cooperation with a person involved in academic misconduct

My standard policy is assign a grade of "0" to the student for the assignment involved for the first offense and to fail from the course any student that engages in academic misconduct after the first offense. Egregious episodes may result in my forwarding the student to the University for More Severe Discipline.

The University community is governed by the policies and regulations contained with the Code of Student Conduct and enforced by the Department of Student Conduct and Community Standards, Simmons Hall 302, (330) 972-6380. The University of Akron [Code of Student Conduct](#) can be downloaded [here](#).

Accessibility

Any student who feels she/he may need an accommodation based on the impact of a disability should consult www.uakron.edu/access and contact the Office of Accessibility at 330-972-7928. The office is located in Simmons Hall, 105. It is the responsibility of students with disabilities to inform the instructor within the first two weeks of the semester/session of the need for reasonable accommodation for their disabilities.

Drop / Withdraw (Fall 2016)

- Can drop the class up to 09/12/16. A "WD" will not appear on your transcript.
- Last day to draw to process course withdrawals for 2016 Fall Semester regular session (11:59 pm) is 10/17/16. (Through Zip Line and no signatures required).

Support

Technical Support

If you have computer or software questions or require technical assistance, please contact Zip Support:

- By Phone: 330-972-6888
- By Email: support@uakron.edu.

[The ZipSupport Help Desk web site for computer-related issues can be found here.](#)
[Springboard self-help guides can be found here.](#)

Academic Support

Research and Writing Support

The University of Akron provides free assistance to currently enrolled students at two main campus locations. Select the location name to access the website of each.

The UA Library

The UA library provides access to a significant number of online as well as traditional resources. Assistance in finding articles and conducting research can be found here: http://libguides.uakron.edu/business_management

Bierce Writing Commons

Bierce Library, Rm. 68. For Appointments Call: (330) 972-6548
Day and Evening Appointments Available

Polsky Writing Lab

303 Polsky Building. For Appointments Call: (330) 972-7046
Day and Evening Appointments Available

The course schedule in this syllabus is **tentative** and subject to revision².

Week / Exam	Topic	Required Reading	Online Class and/or Important Information
Week 1	Introduction	Chapter 1	
	OM & SC Strategies	Chapter 2	
Week 2	OM & SC Strategies	Chapter 2	Labor Day Observation on Sep 5 th (Monday)
	Process Choice & Layout	Chapter 3	
Week 3	Process Choice & Layout	Chapter 3	Online class on Friday (Sep 16 th)
	Business Processes	Chapter 4	
Week 4	Managing Quality	Chapter 5	Online class on Friday (Sep 23 rd) Assignment One Due: 09/19/16
Week 5	Managing Capacity	Chapter 6	Online class on Friday (Sep 30 th)
10/03/16	Unit Exam 1	Chapters 1 through 6	

Week / Exam	Topic	Required Reading	Online Class and/or Important Events
Week 6	Supply Management	Chapter 7	Online class on Friday (Oct 7 th)
Week 7	Logistics	Chapter 8	Time for Team Case Analysis One (Oct 14 th) Team Case Analysis due: 10/16/16 (midnight)
Week 8	Forecasting	Chapter 9	Online class on Friday (Oct 21 st)
Week 9	S & OP Planning	Chapter 10	Beer Game on Friday (Oct 28 th) (in CBA 258) Assignment Two Due: 10/24/16
	Managing Inventory	Chapter 11	
Week 10	Managing Inventory	Chapter 11	Online class on Friday (Nov 4 th) Assignment Three Due: 11/02/16
11/07/16	Unit Exam 2	Chapters 7 through 11	

Week / Exam	Topic	Required Reading	Online Class and/or Important Events
Week 11	Managing Production Across the Supply Chain	Chapter 12	Online class on Friday (Nov 11 th)
Week 12	Managing Production Across the Supply Chain	Chapter 12	Time for Team Case Analysis Two (Nov 18 th) Team Case Analysis due: 11/20/16 (midnight)
Week 13	JIT / Lean Production	Chapter 13	Thanksgiving Break: Nov 24 th - Nov 27 th University closes at 5:00 p.m., November 23
Week 14	Managing Projects	Chapter 14	Online class on Friday (Dec 2 nd) Assignment Four Due: 11/28/16
Week 15	Developing Products	Chapter 15	
12/07/16	Unit Exam 3	Chapters 12 through 15	
12/12/16	Final Exam	Comprehensive, 12:15 – 2:15 pm, classroom	

² The instructor reserves the right to change the material covered as outlined in the course schedule above.

Online Class Learning

Several classes on Fridays are designed for online learning. When an online class is scheduled, all activities are conducted entirely online, which means you do not have to be on campus to complete any portion of it. Online classes are scheduled on the following Fridays:

- September 16, 2016: Necessary activity for the class will be posted on springboard
- September 23, 2016: Necessary activity for the class will be posted on springboard
- September 30, 2016: Necessary activity for the class will be posted on springboard
- October 7, 2016: Necessary activity for the class will be posted on springboard
- October 14, 2016: **Team Case Analysis One**
- October 21, 2016: Necessary activity for the class will be posted on springboard
- October 28, 2016: **The Beer Game** (in-class activity at CBA 258)
- November 4, 2016: Necessary activity for the class will be posted on springboard
- November 11, 2016: Necessary activity for the class will be posted on springboard
- November 18, 2016: **Team Case Analysis Two**
- December 2, 2016: Necessary activity for the class will be posted on springboard

Note: **The Beer Game is scheduled on October 28th and it is a compulsory in-class activity.** To participate in the game, come to CBA 258 (the Murphy Room).

Weekly Online Activity:

Each week students need to follow directions (as instructed) and complete the activities. Activities can be: understanding of important concepts from each chapter; reading of seminal practice-oriented articles (as posted on springboard); identification of appropriate case studies or applications of concepts covered in class; and review of mathematical concepts covered in class.

Students can complete the weekly online activity by either posting a new thread or replying to the existing thread. However, replies need to include new ideas or thought, which means that the simple expression of students' feeling or consent will not be counted. For example, replies such as "I like your idea." or "I agree to your posting." will not be counted.

For an online class, students are expected to possess the computer skills necessary to access the Springboard, browse and search the web, and communicate through the online discussion board which is a part of the class Springboard. If you are not used to Springboard, it is recommended that you first complete the following Springboard tutorial:

http://www.uakron.edu/it/instructional_services/dds/springboard/index.dot).

Participation and Grading Policy:

Participation is essential to students' successes in this class. In online classes, students are required to participate just as if they were in a face-to-face course. This means that in order to get full credit for participation, students will have to complete all discussion activities and other instructions on a timely basis.

Guidelines for Written Case Studies

Cases that deal on supply chain and operations management will be used throughout the course to introduce specific topics and to develop critical thinking. The cases are rich in detail and intended to provide the context for class discussion. Each student team has to write and submit written analysis for chosen questions. These written analyses are to be submitted (upload on Dropbox feature in springboard class website) on the days as mentioned in the course syllabus. All student teams are responsible to be prepared to discuss each assigned case in class. Active participation in class implies both speaking and listening. And, as indicated earlier, class participation will be evaluated based on the quality, rather than the quantity, of your contributions to the class discussion.

Below are some of the ideas to get started:

- Read the assigned case at least once before you read the questions. Then read the questions and now focus on the sections that deals with 'the most important' issues. This way you can focus on specific issues concerning the organization / operations concepts.
- The idea behind case analysis is: the student reads the case contents and conducts his / her analysis based on their understanding, ability to relate to management concepts from class and their unique business sense.
- Keep your answers focused and respond to specific questions. Elaborate on your thoughts / observations and justify and support your recommendations.
- Do not write something which is already written in the case.
- 12 point type, Times Roman font, 1.5-line spacing, 1" margins all around page.

Paper Grading Criteria

Case Studies will be graded on the quality and quantity of information presented; shown ability to critically assess / elaborate the specific situation (rather than simply repeating something that has already been said before). The purpose of cases is to apply the concepts and techniques introduced in class for solving business problems.

Pay attention so that following expectations are met in your written case assignment:

- Supply chain and operations management concepts / theories / practices learnt / discussed in class.
- Clarity in expressing thoughts and concepts, good flow, good transition between answers.
- Proper grammar and spelling, and standard written composition requirements.