

BUS 280 Operations and Supply Chain Management (MBA-One)

Mondays: 3/2, 3/9, 3/30, 4/6, 4/13, 4/20

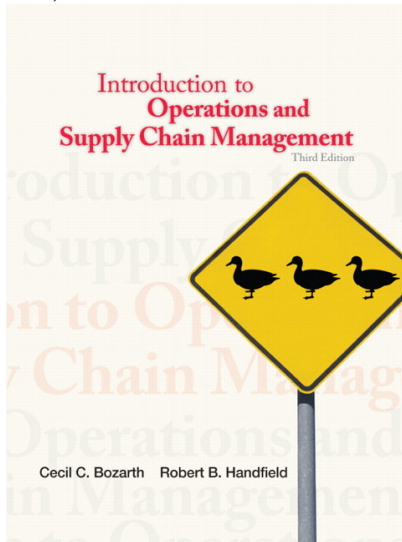
Fridays: 4/3, 4/10, 4/24 (9am-5pm)

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Required Texts/Readings

Textbook

Introduction to Operations and Supply Chain Management
3/E, Cecil Bozarth and Robert B. Handfield, Prentice-Hall



Cases

You can purchase cases from Harvard Business School Publishing at
<https://cb.hbsp.harvard.edu/cbmp/access/35572870>

Course Website

Course slides and other materials will be available on CANVAS (sjsu.instructure.com).

Course Description

In today's global markets, it is important to produce and deliver goods/services efficiently and on time to satisfy customer's needs. To achieve this goal, all activities in a supply chain network should be integrated from suppliers, to manufacturers, and to customers. It is also important to provide great visibility of operations activities and information

throughout the supply chain. Thus, this course is designed to present and discuss concepts, issues, and problems critical to operations with emphasis on the global supply chains. It will deal with the role of operations and supply chain management (O&SCM) in a total organization, and classic and up-to-date tools and concepts used to support managerial decisions associated with operations activities.

Class Objectives

1. To gain an understanding and appreciation of the principles and applications of O&SCM.
2. To understand interrelationships of operations/supply chain functions with other functions of a company such as marketing and manufacturing.
3. To develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in a complex operations/supply chain system.
4. To reinforce analytical skills already learned, and build on these skills to further increase your "portfolio" of useful analytical tools for the O&SCM.

Classroom Conduct

Active student participation is encouraged and highly expected. Students are responsible for attending all classes except very special reasons, and reading assignments prior to the class.

Grading Policy

Mid-term	30%
Final Exam	30%
Cases/Articles	30%
Class Participation	10%
Total	100%

94% and above	A
93.99% - 90%	A-
89.99% - 87%	B+
86.99% - 84%	B
83.99% - 80%	B-
79.99% - 77%	C+
76.99% - 74%	C
73.99% - 70%	C-
69.99% - 67%	D+
66.99% - 64%	D
63.99% - 60%	D-
below 60%	F

Exams

There will be one mid-term exam and one final exam covering reading assignments, cases and lectures. These exams are closed-book and in-class. Students are, however, allowed to bring one letter-size study paper for the exams. The exam would require you to bring the following items:

- ✓ Pen/Pencil
- ✓ Scantron (882-E)
- ✓ Calculator

You must take the exam on the designated exam days as there will be no make-up exam except under very special circumstances. If there is any emergency related to your exam, you **MUST** immediately contact me in person, by phone, or e-mail. If you fail to do your due diligence in trying to contact me, any excuse regarding the exam will not be accepted. In addition, all evidences and documents supporting or verifying your emergency must be submitted.

Case/Article Presentations

You are required to fully read and understand all case/articles before their assigned class meetings. **Your Group** will assume the responsibility of presenting selected cases/articles to the class.

Requirements for cases/articles:

- ✓ Thoroughly cover important contents and facts of an article/case.
- ✓ Make sure the basic flow of the articles/cases is preserved.
- ✓ Your comments and analysis are key differentiators in my grading system.
- ✓ For each case/article, you have up to 30 minutes for your presentation. You can use another 15 -20 minutes for discussion and/or Q&A.
- ✓ Upload your summary to course website (under discussions) after your presentation.
- ✓ Your grade will be based on the following aspects with a 1 (worst) – 5 (best) range. The grade average of the following five dimensions gives you a numerical grade of a presentation.
 - Completeness and accuracy of information presented
 - Validity of comments and suggestions
 - Time management
 - Ability to encourage discussion and participation
 - Ability to answer your classmates' questions
- ✓ For students who are not presenting, you are required to read all articles/cases and prepare a one page summary. I will **RANDOMLY** collect the summaries and raise questions to non-presenting students. You will be given one time exemption for being unprepared. The definition of being unprepared is:

- Do not have the summary or
- Have the summary but not being able to answer questions.

Starting from the second time, a grade penalty will be applied in the following schedule:

- 2nd time: 2 point of your participation grade will be deducted. The maximum of one's participation grade after the penalty would be 8.
- 3rd time: 3 points of your participation grade will be deducted. The maximum of one's participation grade after the penalty would be 5.
- 4th time: 4 points of your participation grade will be deducted. The maximum of one's participation grade after the penalty would be 1.
- After the 4th time, your participation grade will be zero and another 20% penalty will be applied to every other assessment item. For instance, a 20% penalty will be deducted from your exams and case/article presentations.

Class Participation

Class participation provides the opportunity to practice speaking and persuasive skills, as well as the ability to listen. Comments that are vague, repetitive, unrelated to the topic of discussion, disrespectful, rude, and/or derogative, or inappropriate will be evaluated negatively. What matters is the quality of one's contributions to the class discussion, not the number of times one speaks. This is individual based.

- ✓ Attendance does not equal participation.
- ✓ Please raise your hand every time you would like to participate and tell me your name before you start. This would be especially important at the beginning of the semester.
- ✓ Every time you participate, I will record it as a normal participation or an outstanding participation. The category will later be used to calculate your participation grade.
- ✓ Negative participation, as defined above, will be of equal value (in absolute term) to an outstanding participation. Every time a negative participation is recorded, one record of outstanding participation is canceled out.
- ✓ At the end of a semester, your participation grade will be tallied. The top 10% get 10 points and the grade decreases with a decrement of 1 points by percentile. For instance, the second highest 10% will get a 9.

University, College, or Department Policy Information

a) Academic integrity statement (from Office of Judicial Affairs):

“Your own commitment to learning, as evidenced by your enrollment at San José State University and the University’s Academic Integrity Policy requires you to be honest in all your academic course work. Faculty are required to report all infractions to the Office of Judicial Affairs. The policy on academic integrity can be found at <http://www2.sjsu.edu/senate/S04-12.pdf>

b) Campus policy in compliance with the Americans with Disabilities Act:

“If you need course adaptations or accommodations because of a disability, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities register with DRC to establish a record of their disability.”

c) College of Business Policies and Procedures:

Please check the url at

http://www.cob.sjsu.edu/cob/5_STUDENT%20SERVICES/cobpolicy.htm

To ensure that every student, current and future, who takes courses in the **Boccardo Business Center**, has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the College of Business at San José State has established the following policies:

Eating:

Eating and drinking (except water) are prohibited in the Boccardo Business Center. Students with food will be asked to leave the building. Students who disrupt the course by eating and do not leave the building will be referred to the Judicial Affairs Officer of the University.

Cell Phones:

Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones in class. Students whose phones disrupt the course and do not stop when requested by the instructor will be referred to the Judicial Affairs Officer of the University.

Computer Use:

In the classroom, faculty allow students to use computers only for class-related activities. These include activities such as taking notes on the lecture underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. Students who use their computers for other activities or who abuse the equipment in any way, at a minimum, will be asked to leave the class and will lose participation points for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the course. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related).

Academic Honesty:

Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism. Faculty will provide additional information, ideally on the green sheet, about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by [Academic Senate Policy S04-12](#).

Mission

The College of Business is the institution of opportunity, providing innovative business education and applied research for the Silicon Valley region.

Class Schedule and Required Materials

Meeting 1: 3/2

- ✓ Class Introduction and Logistics
 - Syllabus and class details
 - Self Introduction
 - Group formulation
 - Familiarization with CANVAS, library, and HBS case link
- ✓ Introduction to Operations&SCM (CH 1)
- ✓ Operations and Supply Chain Strategies (CH 2)

Meeting 2: 3/9

- ✓ Operations and Supply Chain Strategies (CH 2)
- ✓ Case: New Balance Athletic Shoe
- ✓ Case: Crocs: Revolutionizing an Industry's Supply Chain Model for Competitive Advantage (Rev)
- ✓ Process Choice and Layout (CH 3)
- ✓ Business Processes (CH 4)

Meeting 3: 3/30

- ✓ Article: "Operations Based Strategy." California Management Review, Summer 1998
- ✓ Article: "Do Trade-offs Exist in Operations Strategy? Insights from the Stamping Die Industry." Business Horizon, May-June 2000
- ✓ Article: "Leading a Supply Chain Turnaround." Harvard Business Review, Oct 2004

Meeting 4: 4/3

- ✓ Business Processes (CH 4)
- ✓ Case: Kristen's Cookie Co. (A) (Abridged)

- ✓ Managing Quality (CH 5)
- ✓ Article: “Too Much of a Good Thing? Quality as an Impediment to Innovation.” California Management Review, Fall 2007
- ✓ Article: “How Do Customers Judge Quality in an E-tailer?” MIT Sloan Management Review, Fall 2006
- ✓ Managing Capacity (CH 6)
- ✓ Managing Projects (CH14)

Meeting 5: 4/6

- ✓ Mid-term Exam
- ✓ Supply Management (CH 7)

Meeting 6: 4/10

- ✓ Article: “Just in Time for the Holidays.” Harvard Business Review, Dec 2005
- ✓ Article: “Don't Let Your Supply Chain Control Your Business.” Harvard Business Review, Dec 2011
- ✓ Managing Inventory throughout the Supply (CH 11)

Meeting 7: 4/13

- ✓ Article: “Inventory-Driven Costs.” Harvard Business Review, Mar 2005
- ✓ Article: “Which Products Should You Stock?” Harvard Business Review, Nov 2012
- ✓ JIT and Lean Operations (CH 13)
- ✓ Logistics (CH 8)

Meeting 8: 4/20

- ✓ Case: Barilla SpA (A)
- ✓ Article: “How to Manage Through Worse-Before-Better?” MIT Sloan Management Review, Summer 2008

- ✓ Article: “What to Expect From Corporate Lean Programs? ?” MIT Sloan Management Review, Summer 2014
- ✓ Developing Products (CH 15)

Meeting 9: 4/24

- ✓ Case: Design Thinking and Innovation at Apple
- ✓ Article: “Service Innovation Myopia?” California Management Review, Spring 2008
- ✓ Article: “Delivering Excellent Service: Lessons from the Best Firms.” California Management Review, Fall 2001
- ✓ Final Exam

The right to correct any errors or omissions in this syllabus is reserved and it is subject to change without prior notice.