

BUS. 280 Operations and Supply Chain Management (ECMBA)

Fall 2015 (Sec. 3) (Lucas Business Complex, Santa Clara)

Mon. 8/24, 8/31, 9/14, 9/21, 9/28, 10/5

Sat. 8/29 9A-1P & 2P-6P; 9/12 2P-6P, 10/3 9A-1P

Instruction: Instructor: Dr. Taeho Park
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Text: (1) Operations and Supply Chain Management 14th Ed. (978-0078024023)
F. Robert Jacobs and Richard Chase (Mcgraw-Hill / Irwin)
(2) Cases: You can purchase cases from Harvard Business School Publishing.
Use the following URL, where you can purchase them at a discount price (See the instruction at the end of this syllabus):
(<https://cb.hbsp.harvard.edu/cbmp/access/38042571>)

Prerequisites: Graduate standing

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. Coverage will include an overview of operations/supply chain systems, process flow design, supply chain network design, total quality management, demand planning/management, inventory management, sales & operations planning, operational scheduling, just-in-time, distribution management (i.e., logistics), and project management. This course is especially design for graduate students in biotechnology.

Learning 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.

Course Materials: This course consists of both quantitative and qualitative materials. In industry, people working in operations and supply chain functions need to analyze the operations/supply chain system-related problems and make optimal decisions using scientific methods in alliance with the company's operations strategy.

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

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

Grading Policy:	Mid-term	30%
	Final Exam	30%
	Class Assignment	20%
	Cases	15%
	<u>Class Participation</u>	<u>5%</u>
	Total	100%

Both curve-based and score-based grading systems will be used for semester grades (whichever comes better for you will be your grade).

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

- [Class Participation]** Class participation will be evaluated based on preparation for the day's class materials and involvement in class discussion. You are encouraged to participate in class discussion positively.
- [Cases]** Case discussion will be based on (1) presenting a case (10 min.), and (2) discussing key issues, and (3) solving one or two questions. You as a case team should submit a short written answer to the questions related to the cases after they are presented and discussed in class. The questions will test the ability to analyze assigned cases or class materials and the ability to apply theoretical concepts and knowledge of best practices for problem solving and decision making in these contexts.
- [Class Assignment]** Class assignments must be submitted on their due dates. **50% late penalty per day** will be applied to the late homework. Each assignment will be due on the same day of the following week, if any specific due date is not announced. Homework can be typed, or hand-written, but should be legible.
- [Grade]** **Student's performance-related information, including homework, exam scores, and semester grade, will not be e-mailed. If you would like to know your final exam score or have any question about your grade, you can see me during my office hours when the next semester starts.** Or, if you want to know your grade as soon as possible after the final exam, you can give me a self-addressed envelope with a stamp. I will not reply to your e-mail, nor open it when you ask me about your grade by e-mail.
- [Exam]** You must take the exam on the exam days. There will be absolutely no make-up exam except under very special circumstances and no excuse for not taking the exams nor coming to the class late. **If there is any emergency related to your exam, you MUST immediately contact me in person, by phone, or e-mail.** Although each emergency is different case by case, you must use all your efforts to reach me and discuss your situation. If you fail to do your due diligence in trying to contact me, any excuse regarding the exam will not be accepted. In other words, if you fail to contact me and discuss your emergency case immediately, or within a reasonable amount of time, you will get a Fail grade for that exam. All evidences and documents verifying your emergency MUST be submitted. Otherwise, your emergency case will be considered, resulting in your getting a Fail grade.
- [Computer]** In the classroom, you are allowed to use computers only for class-related activities. Students who use their computers for any other purpose, at a minimum, will be asked to leave the class and will lose class participation points, if any, for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the class. (Such referral can lead to suspension from the University.)
- [COB Policy]** **Please refer to the college of business policy attached at the end of this syllabus.**

Class Schedule and Reading Assignments

Date	Topic	Reading Assignment
Aug. 24	Introduction to Operations&SCM Operations and Supply Chain Strategies	Ch1, Ch 2
Aug. 29	Strategic Capacity Management	Ch. 5
(9A-1P, 2P-6P)	Theory of Constraints Manufacturing and Service Processes	Ch. 23 Ch 7, Ch 9
Aug. 31	Process Design and Analysis Six Sigma Quality <u>Case 1 (SCM Strategy):</u> Crocs: Revolutionizing an Industry's Supply Chain Model for Competitive Advantage (Rev)	Ch. 11 Ch 12
Sep. 12 (2P-6P)	Statistical Quality Control Lean Supply Chains <u>Case 2 (Lean Supply Chain):</u> Keen on Lean Manufacturing at Daktronics	Ch 13, Ch. 14
Sep. 14	Midterm Logistics, Distribution, and Transportation	Ch. 15
Sep. 21	Network Design in the Supply Chain Global Sourcing and Procurement <u>Case 3 (SC Network Planning):</u> Kulicke & Soffa Industries, Inc.: Designing a Supply Chain Network	Handout Ch. 16
Sep. 28 (9am-1pm)	Sales and operations planning <u>Case 4 (Outsourcing):</u> Cisco Systems	Ch 19
Oct. 3 (9P-1P)	Inventory Management <u>Case 5 (Sales and operations planning):</u> Wilkins, A Zurn Company: Aggregate Production Planning	Ch 20
Oct. 5	Review & Wrap on Class Materials <u>FINAL EXAMINATION</u>	

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.

A List of Cases

Case 1 (Supply Chain Model): Crocs: Revolutionizing an Industry's Supply Chain Model for Competitive Advantage

Revision Date: Mar 07, 2011

Publication Date: Jun 18, 2007

Source: Stanford University

Product number: GS57-PDF-ENG

Length: 22p

Case 2 (Lean Supply Chain): Daktronics: Keen on Lean Manufacturing at Daktronics

Authors: Nancy M. Levenburg

Publication Date: Sep 01, 2013

Source: North American Case Research Association (NACRA)

Product number: NA0238-PDF-ENG

Length: 26p

Case 3 (Supply Chain Network Design): Kulicke & Soffa Industries, Inc.: Designing a Supply Chain Network

Authors: Gal Raz, Martin N. Davidson, Gerry Yemen

Publication Date: Aug 30, 2010

Revision Date: Jan 21, 2011

Source: Darden School of Business

Product number: UV5148-PDF-ENG

Length: 14p

Case 4 (Outsourcing): Cisco Systems, Inc.: Collaborating on New Product Introduction

Hau Lee, Maria Shao

Publication Date: Jun 05, 2009

Discipline: Operations management

Source: Kellogg School of Management

Source: Stanford Graduate School of Business

Product number: GS66-PDF-ENG

Length: 27p

Case 5 (Sales and operations planning): Wilkins, A Zurn Company: Aggregate Production Planning

Authors: Eric Olsen, Carol Prahinski, Jenni Denniston

Publication Date: Sep 13, 2006

Source: Ivey Publishing

Product number: 906D17-PDF-ENG

Length: 11p

[Purchase Instruction]

A set of course materials is created on the Harvard Business Education web site, and this message explains how to get the materials you need for class.

Course link:

<https://cb.hbsp.harvard.edu/cbmp/access/38042571>

You need to register on the site to create a user name if you do not already have one.

Some course materials are PDF documents and you can open them with Adobe Reader. eLearning materials include a link you can use to gain access to them.

Some course materials may not be available in digital format and these will be shipped to you.

You will have access to the course materials for 6 months.

After you register, you can get to the coursepack at any time by doing the following:

1. Visit **hbsp.harvard.edu** and log in.
2. Click **My Coursepacks**, and then click Operations and Supply Chain Management - Spring 2013

I hope you find this a convenient way to get your required course materials. If you have any questions, please contact me at taeho.park@sjsu.edu.

COURSE DETAILS

Professor: Taeho Park

Coursepack Name: Operations and SCM – Fall 2015

Course Number: BUS280 - ESMBA

Reference Code: 23885752

For technical assistance, please contact the Harvard Business Publishing Tech Help line at (800) 810-8858 (outside the U.S. and Canada, call 617-783-7700); or email techhelp@hbsp.harvard.edu.