**University of Wisconsin Oshkosh**

**Marketing & Supply Chain Management Department**

**College of Business**

Fall 2019

**BUS 741 Online**

**Operations and Process Management**

**Instructor**: Dr. Ryan Skiver

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**Office hours**: Tuesday, (11:00-12:00 PM, and 1:00-3:00), Thursday (10:00AM-12:00PM, and 1:00PM-3:00 PM). I am often at my office outside of these given times and other times are available by appointment. I will be checking D2L and email at least two times per day.

**Course Description**:

The operations (production) function of organizations is studied for both manufacturing and non-manufacturing systems (services). A primary focus is on the management of processes used to provide quality goods and services. Topics include the following: a strategic framework to analyze supply chains, designing the supply chain network, planning demand and supply, planning and managing inventories, designing and planning transportation networks, and cross-functional drivers in the supply chain. Prerequisite: All foundation courses.

**Required Textbooks**:

***Supply Chain Management: Strategy, Planning and Operation*,** 7th edition (2019) by Sunil Chopra and Peter Meindl, ISBN 9780133800203. Publisher: PEARSON.

***The Gold Mine: A Novel of Lean Turnaround,*** 5th edition (2005) by Freddy Balle and Michael Balle, ISBN 9780974322568. Publisher: Lean Enterprise Institute.

**Software:**

***Microsoft Excel*** is required for this course.

**Learning Goals:**

Operations and process management is designed to focus on the operations (production) function of organizations and is studied for both manufacturing and non-manufacturing systems (services). At the end of the course students should be able to:

Define the management of processes used to provide quality goods and services. This will be developed through understanding and design of the following areas: a strategic framework to analyze supply chains (MBA learning goal 2: Managing organizational strategy), designing the supply chain network (MBA learning goal 5: Managing organizational resources), planning demand and supply (MBA learning goal 4: Solving organizational problems), planning and managing inventories (MBA learning goal 4: Solving organizational problems), designing and planning transportation networks (MBA learning goal 4: Solving organizational problems), and cross-functional drivers in the supply chain (MBA learning goal 3: communicating organizational issues)

**Detailed Objectives:**

• Describe specific elements and techniques of quality improvement and explain their impact on an organization’s competitiveness.

• Construct a material requirements plan.

• Understand the impact of forecasted future demands on planning and scheduling.

• Describe forms, functions, and costs of inventory, and techniques for managing inventory.

• Describe various aspects of planning, including aggregate planning, the production plan, and the master production schedule.

• Understand key elements of Just-in-Time..

• List the elements of the supply chain, and describe the responsibilities and importance of purchasing.

• Explain how capacity is checked for sufficiency and actions to be taken if it is not sufficient.

• Explain concepts/techniques of product, service, and process design.

• List factors to consider when deciding strategy; describe the components and relationship of quality, productivity, and competitive position.

• Analyze the impact on industry due to globalization.

**Topics:**

The Students should clearly understand the information of each of the following topics:

• Building a Strategic Framework to Analyze Supply Chains.

• Designing the Supply Chain Network.

• Planning Demand and Supply in a Supply Chain.

• Planning and Managing Inventories in a Supply Chain.

• Designing and Planning Transportation Networks.

• Managing Cross-Functional Drivers in a Supply Chain.

• A discussion on the book The Gold Mine.

**Course Handouts**:

Course handouts are available for download from the D2L course web site.

**Course Activities:**

1. Reading textbooks and reviewing online lecture material and PowerPoint slides provided on D2L.
2. Reviewing the solutions to practice problems and problem tutorials on D2L.
3. Completing two exams.
4. Participating in online group discussions for "The Gold Mine" on D2L.

**Course Expectations:**

1. What you should expect from the course and me:
2. A great deal of work and learning.
3. Same day responses to emails and questions posted on D2L.
4. Clear and sufficient answers to your questions. This may require me to create more video tutorials, post more examples, etc. I will do whatever it takes to meet this expectation.
5. What I expect from you:
   1. You should ask questions about course materials. This course is quantitative and requires using software (Excel Solver) that may be unfamiliar to you. It is natural for you to have questions about course materials. When you ask those questions, you help enhance everyone’s learning!
   2. You must complete course activities on time, regardless if you have a vacation planned. Remember: You can always work ahead.
   3. Do not email me answers to exam questions or problems. I grade your work after you have submitted it to the appropriate dropbox.

**Exams**:

Two exams will be given—Midterm and Final. No makeup exams will be given for unexcused absences. An excused absence must be validated by documentation and is under my discretion. Because this class is online an excused absence will be very rare.

**Term Paper:**

The term paper is a group project and the instructor will approve the topics. You are responsible for collecting data, using appropriate and related references, choosing appropriate software application, using the knowledge learned in this course to derive interesting results and meaningful conclusions, and following the guidelines of the term paper. Late submission of the term paper will be subject to a penalty.

**Course Handouts:**

Course handouts are available for download from D2L course web site.

**Course Topics & Schedule**:

Topics and schedule are subject to changes according to the class progress.

**Academic Misconduct:**

As a UW Oshkosh student, it is your responsibility to be informed about what constitutes academic misconduct, how to avoid it and what happens if you decide to engage in it.  Examples of academic misconduct include (but are not limited to):

• plagiarism (turning in work of another person and not giving them credit), • stealing an exam or course materials, • copying another student’s homework, paper, exam • cheating on an exam (copying from another student, turning in an exam for re-grading after making changes, working on an exam after the designated time allowance) • falsifying academic documents

Please refer to UWS Chapter 14 (University of Wisconsin Student Academic Disciplinary Procedures) for information on academic misconduct <<http://www.uwosh.edu/deanofstudents/university-policiesprocedures/academic-misconduct>>. Pay particular attention to UWS 14.03 (definition of academic misconduct) and UWS 14.04 (disciplinary sanctions). Please note that all incidents of academic dishonesty will be reported to the appropriate university authorities.

It is not acceptable for two or more students to work together and turn in the same work unless the assignment is specifically a group assignment. In the case of a group assignment, groups are treated as a unit and the sharing of work between groups is not permitted. Plagiarism is defined as the use of another's work without attribution. It is acceptable to use a published solution to a particular problem if the solution's source is documented. If you are using material from a published source or an organization's internal documents, that source must be documented or referenced. If proprietary materials are utilized, appropriate permissions must be obtained.

**Accessibility:**

It is the policy and practice of UW Oshkosh to create inclusive learning environments. If there are aspects of the instruction or design of this course that result in barriers to your inclusion, please notify me as soon as possible. You are also welcome to contact the Accessibility Center at 920-424-3100 or [dean1@uwosh.edu](mailto:dean1@uwosh.edu). For more information, visit the Accessibility Center website at <http://www.uwosh.edu/deanofstudents/Accessibility-Center>.

**Grading:**

Midterm Exam 30%

Final Exam 35%

Term Paper 15%

The Gold Mine Discussion 10%

General Discussions (held weekly) 10%

**Course Grading Scale:**

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| --- | --- |
| **%** | **Grade** |
| ≥ 93% | A |
| 90-92.99% | A- |
| 87-89.99% | B+ |
| 83-86.99% | B |
| 80-82.99% | B- |
| 77-79.99% | C+ |
| 73-76.99% | C |

**Course Dates of Interest:**

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| **September 4th** | First day of class |
| **October 19th** | Midterm 11:59pm |
| **November 20th -24th** | Thanksgiving Break |
| **November 24th -Dec 8th** | The Gold Mine Discussion |
| **December 4th** | Term Paper Report Due |
| **December 10th** | Final Exam 11:59pm |

**Exam Dates:**

*Midterm Exam: Oct 19, 2019 11:59pm*

*Final Exam:**Dec 10, 2019 11:59pm*

**Course Policies:**

1. All exams are **individual** exams. You may not discuss the exam with any other students or collaborate with other students in any other way—such actions are considered a form of cheating. Cheating will result in the maximum penalties allowed by Chapter 14 UWS 14 Student Academic Disciplinary Procedures:

<http://www.uwosh.edu/deanofstudents/university-polices-procedures>

1. You must submit all exams to the dropbox and complete discussions before the due date time provided. Refer to the “Policy on Late Submissions” below for additional information.
2. Asking Questions: There are several forums on D2L for you to ask questions. When you do have specific questions, post those on the appropriate discussion forum. If you have a question about your grade, however, you should email or call me. In addition, you should not ask questions that require me to look at your work on an exam problem before you submit your exam to the dropbox. I cannot answer that type of question.
3. Course files are posted under Content on D2L.
4. Format of Exams:
5. Short answer questions: You must submit your answers to short answer questions to the **dropbox** in a single Word document. Your Word document should have 1-inch margins and a separate title page with your name on it. After the title page, you must include a report answering the short answer questions.
6. Problems: All work and answers for problems should be included in separate Excel spreadsheets submitted to the dropbox. Note: If you do not submit an Excel spreadsheet for a problem, you will receive 0 points on that problem.

**Additional Notes on Using Microsoft Excel for Exam Problems:**

* All answers must be calculated using appropriate cell references in Excel formulas. You must never use a calculator to type your answers directly into Excel. If you type your answers directly in your spreadsheet instead of using a formula, you will receive 0 points on that problem.
* Excel tutorials are provided for some of the more complex spreadsheets in the **Content** section of the course site.
* The preferred method of exam problems submission is a single Excel workbook with a separate spreadsheet (tab) for each problem. If you are not able to do that, you may submit a series of individual Excel files instead.
* Your name and the exam problem number must be entered in the first row of each spreadsheet. Example: "Pat Jones - Midterm Exam - Problem 1."
* If there are multiple parts to a problem (i.e., Part a, Part b, etc.), those parts should be labeled within the spreadsheet. Example: If your answer to Part a of a problem is 0.4, you should type "**Part a**" in a cell adjacent to the cell where the answer is shown.

1. Exams will be posted on D2L at least 5 days prior to their due dates. All exam files must be submitted to the dropbox before 1159 PM CST on the due date listed. Do no wait until 1145 PM CST to begin uploading all of your files—this leaves you little time to handle issues, errors, etc.! Refer to the “Policy on Late Submissions” below for additional information.

7. Discussions:

1. Expectations for discussion postings: You are expected to be professional in all discussions. “Professional” means that you do not use profane language, you do not personally attack other students or the instructor, you keep personal problems out of the postings, etc. If you are not professional in your postings on this D2L site, the instructor may deduct **up to 25 points for each unprofessional posting.**
2. Please do not use attachments for your postings.
3. Rubric for grading of discussions: If your postings are thorough, thoughtful, and completed on time, you should earn all of the points.
4. Alternative Discussion Forums: (a) The “Ask the Instructor” forum is designed for you to ask questions for clarification of course material, exam requirements, etc. (b) The “Watercooler” forum is designed for you to chitchat with each other about topics not related to the course. (c) The “Comments on Course Progress” forum is designed for you to post anonymous comments (either positive or negative) on how the course is proceeding. All postings in these forums must be professional. Note: If you have questions about grading, you should email or telephone me instead of posting that type of question in a discussion forum.

**Policy on Late Submissions:**

1. Discussions: The policy is to never accept discussion postings late. If you will be on vacation or a work-related trip, you should submit your postings early.

2. Exams: Exams cannot be submitted late / completed late for credit. If you are experiencing technical difficulties when attempting to submit files to the dropbox, you must email those files to the Instructor within 15 minutes after the due date time. Exams are due before 11:59 PM on the due date. This means that you would have until 12:14 AM to email the exam files as an attachment to the Instructor. At 12:15 AM, the grace period for emailing the files to the Instructor ends, and you will receive a grade of 0 on that exam.

3. In the event of an emergency (major) event in your life (e.g., death, accident, or serious illness in your family), you should email the Instructor as soon as you physically are able to do so. The Instructor may allow you to have an extension without penalty on an exam (you and the Instructor will work out the time of the extension). Note: The Instructor may require documentation for these emergency cases.

4. You must be very careful about consulting the Course Calendar for due dates and times! You should start working on exams early, especially given that exams are available long before their due dates.

**Using D2L and the Dropbox:**

**Dropbox Policy**

It has come to our attention that students in some classes may be submitting blank or corrupt files to the dropbox folder on purpose to buy extra time to complete assignments. Therefore, I am instituting the following policy with respect to dropbox submissions.

***It is YOUR responsibility to verify that all of your materials are submitted successfully to the dropbox AND that they open correctly. See below for detailed steps.***

**Submitting a File to the Dropbox:**

Follow these steps to submit your file to the appropriate *Dropbox* folder by the date specified on the course calendar:

1. In the *Dropbox* area, click the name of the appropriate folder.
2. Click **ADD A FILE**.
3. To locate your file, click **BROWSE…**
4. Navigate to and double-click the file.
5. Click **UPLOAD**.
6. After the file has been uploaded, click **SUBMIT**.

**Verifying Your File Submission:**

You will receive an email from D2L saying that you successfully uploaded a file to the *Dropbox*. **Keep a copy of this message! It is your responsibility to verify the following:**

* That the file was uploaded **in the format specified** by your instructor (e.g., Word, Excel).
* That the file **is not corrupt** **or blank** and opens when clicked.

To verify these, follow these steps:

1. Go to the *Dropbox* area.
2. Click **HISTORY**.
3. From the *Folder* pull-down list, select the folder to which you just submitted your file.
4. Verify that the correct filename is shown there.
5. Click the filename and open the file.
6. Verify that it is the file that you intended to upload. If it is not the correct file, you can upload another file before the due date time. Be sure to put a note in the *Description* letting your instructor know which file you want graded.

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| **BUS 741 Supply Chain Management Schedule**  *Fall 2019* | | | |
| **Week** | **Date** | **Topic** | **Note** |
| **1** | Wed (9/4) – Sat (9/7) | Chapter One: **Understanding The Supply Chain**  Chapter Two: **Supply Chain Performance: Achieving Strategic Fit and Scope** |  |
| **2** | Sun (9/8) – Sat (9/14) | Chapter Three: **Supply Chain Drivers and Metrics**  Chapter Four: **Designing Distribution Networks and Application to Online Sales** |  |
| **3** | Sun (9/15) – Sat (9/21) | Chapter Five- Part I: **Network Design in Supply Chain** |  |
| **4** | Sun (9/22) – Sat (9/26) | Chapter Five- Part II: **Network Design in Supply Chain**  Chapter Five- Part III: **Network Design in Supply Chain** |  |
| **5** | Sun (9/29) – Sat (10/5) | Chapter Six- Part I: **Designing Global Supply Chain Networks**  Chapter Six- Part II: **Designing Global Supply Chain Networks** |  |
| **6** | Sun (10/6) – Sat (10/13) | Chapter Seven- Part I: **Demand Forecasting in a Supply Chain**  Chapter Seven- Part II: **Demand Forecasting in a Supply Chain** |  |
| **7** | Sun (10/13) | Chapter Seven- Part III: **Demand Forecasting in a Supply Chain** |  |
| Sat (10/19) | ***Midterm Exam*** | *Required material: Chapters 1-7.*  *Due date: Sat October 19, 2019 before 11:59 pm.* |
| **8** | Sun (10/20) – Sat (10/26) | Chapter Eight: **Aggregate Planning in a Supply Chain** |  |
| **9** | Sun (10/27) – Sat (11/2) | Chapter Nine: **Sales and Operations Planning: Planning Supply and Demand in A Supply Chain**  Chapter Ten: **Coordination in a Supply Chain** |  |
| **10** | Sun (11/3) – Sat (11/9) | Chapter Eleven: **Managing Economies of Scale in a Supply Chain: Cycle Inventory**  Chapter Twelve: **Managing Uncertainty in a Supply Chain: Safety Inventory** |  |
| **11** | Sun (11/10) – Sat (11/16) | Chapter Thirteen: **Determining the Optimal Level of Product Availability** |  |
| **12** | Sun (11/17) – Tue (11/19) | Chapter Fourteen: **Transportation in a supply**  -------- *Thanksgiving Recess:*  *Wed (11/20) – Sun (11/24)* |  |
| **13** | Sun (11/24) – Sat (11/30) | ***The Goal Mine -Discussion*** | *- The Goal Mine Assignment and discussion.* |
| **14** | Sun (12/1) – Sat (12/7) | ***Term Paper*** | *- Term Paper Report Due 4th* |
| **15** | Sun (12/8) – Tue (12/10) | ***Final Exam*** | *Required material: Chapters 8-14 + The Goal Mine.*  *Due date: December 10, 2019 before 11:59 pm.* |