

OPER 3600-01
Operations & Supply Chain Management
Fall 2021 – M&W – 6:00 – 8:00
September 22nd – December 1st | No Final Exam
➤ **Mondays are Asynchronous *Self-Paced***
➤ **Wednesdays are Synchronous * LIVE via ZOOM ***

INSTRUCTORS: Kim Bohr, MBA | (kbohr@seattleu.edu) | Pigott 516

OFFICE HRS: Wednesday 5:00-5:45 pm PT (right before class) via Zoom and by appointment

MATERIALS: (1) **Purchase CoursePack Required** [<https://hbsp.harvard.edu/import/867302>]

(2) **Book to Acquire The Goal: A Process of Ongoing Improvement** By Eli Goldratt, June 2014 edition (**Required**) [NOT the graphic novel; Audio version is OK to use as well, just take notes to reference.] *Amazon may be quickest way to purchase or via audio book or online version. The bookstore may have it as well as I did place the order.*

(3) **Purchase Global Supply Chain Management Simulation Required:**
[\[https://hbsp.harvard.edu/import/867303\]](https://hbsp.harvard.edu/import/867303)
*See Assignment for Partner Option

(4) Articles/readings linked in syllabus and on canvas to web (**Required**)

Goals of the Class

OPER 3600 is designed to help students understand how the operations function - in both service and manufacturing industries - works with other functions to support the business strategy and add value to an organization by:

- 1) providing superior products and services to its customers,
- 2) improving the competitive positioning of the company,
- 3) and supporting financial objectives.

It is also intended to help students make the connection between operations and how the functional area studied through school connects and applies in the actual business world.

Given our current state of pandemic affairs, we will be discussing many facets of operations you all are living through and impacted by currently. Talk about some realworld experience!

Learning Outcomes: Upon successful completion of this course, students should be able to:

This class will incorporate a mix of lectures, cases, readings, simulations, and articles from academic and business periodicals to promote operations and cross-functional learning. Zoom and online discussions are a major component of learning in this course as the experiences of class members help to teach us all.

- Enhance critical thinking skills.
- See application to the business world post-college.

- Improve written, verbal, and visual communication ability, including digital literacy.
- Identify and articulate ways in which a firm's operations support its business strategy.
- Develop awareness of the systems-view of links between operations and other functions.
- Demonstrate ways in which operations and supply chain management (scm) impact sustainability and responsibility.

Operations Overview

When customers place orders for products or services, the order is eventually routed to the firm's operations function for production and delivery. Operations is one of the last functional areas to touch the product or service before it reaches the customer. Therefore, characteristics of the transaction - having the right product or service, at the right price, in the correct quantity, delivered on time, at the correct quality level, and to the right location - affect how the customer perceives the entire company and brand.

Operations is the function with the greatest proportion of company assets and labor. As leaders are increasingly being evaluated on the value created by their firms, a well-run operations group can deliver significant returns through intelligent use of assets. The firm's assets are used to transform purchased inputs into value-added goods and services at prices desired by customers and margins desired by leadership. In many firms, 40-70% of incoming dollars flow directly to suppliers, and the supply chain area (i.e., supply management) often has responsibility for managing the sourcing of goods and services. The ability of the operations function to efficiently manage the transformation process can deliver value to the company. Its effectiveness at managing the process can keep customers coming back.

Point Allocations

Activity	Percent
Participation (In Class & Online Answering Weekly Questions)	15%
American Connector Case	10%
GSCM Simulation Reflection	10%
Midterm – Multiple Choice	15%
The Goal Report	10%
Servicescape Observation & Blueprint Layout	10%
Sustainability & Risk in OPS/SCM	10%
Group Presentation Final Operations Strategy and Alignment Case	20%
	100%

Course Requirements:

As is the case in most service encounters, your perceived quality of this course is largely a function of the involvement of you, the student/customer. To that end, the bulk of responsibility of learning is yours - keeping current with the reading and participating in case and class discussions are critical to a successful course for all. **Late submissions are subject to 10% point penalties.**

Assignments:

Participation: Class discussion and participation deepens the learning for everyone involved. Active involvement in each class via breakouts, answering questions, or putting forth your own thoughts for discussion on topics covered throughout the course is expected. Additionally, the individual discussion questions posted throughout the

week contributes towards this grade. **I am taking attendance each synchronous session and will be grading each person for participation after class.**

American Connector Case Study: See assignment on Canvas. This will incorporate content from a few weeks of class.

Individual or 2-person GSCM Simulation Reflection: Your submission must be a written paper (about 750 - 1,000 words) where you respond to the prompt questions provided. You can partner with one other person to complete this if you choose. You will turn in one submission and both will receive the same grade. Be sure to view the rubric for guidance. Complete details are on Canvas. The link to purchase this simulation is separate from the rest of the course pack and is \$15.

Midterm: The midterm will be multiple choice and will be available to complete within two hours from when you start it. It will be released 48-hours before it is due. You can begin it anytime once released. This exam will test on key concepts from your course pack readings through the Strategic Sourcing article.

The Goal Report: This report will be based on the required reading (or audio version) of ***The Goal: A Process of Ongoing Improvement.*** The assignment on canvas will have further details.

Servicescape Observation & Blueprint Sketch: You will use two templates to capture observations of a service based scenario you will participate in or on you can recall clearly from your past.

Individual Sustainability & Risk in SCM Report: You will be assigned a firm to read their most recent citizenship / social responsibility report and communicate the primary **social-, environmental-, and supply chain-related** initiatives—as they relate to the firm’s operations and supply chain—underway in the company and the relevant performance outcomes of these initiatives (if they are available). See Canvas assignment for more details.

Final Written Report on Operations Strategy: The final report will be an individual assignment and incorporate the key elements of operations strategy you’ve learned throughout this course. See Canvas assignment for more details.

Grading Scale:

A straight grading scale will be used for all components and to determine final grades, but we reserve the right to “curve” as needed to benefit students: 94+ = A (superior), 93.99-90.0 = A-, 89.99-87.0 = B+, 86.99-84.0 = B (good), 83.99-80.0 = B-, 79.99-77.0 = C+, 76.99-74.0 = C (adequate), 73.99-70.0 = C-, 69.99-67.0 = D+, 66.99-64.0 = D (poor), 63.99-60.0 = C-, <60 = F (failing).

Class Schedule
(Subject to change – updates on Canvas)

Date	Topic	To Read <u>Before</u> Class	Deliverables (described below)
Week 1: Wednesday 9/22: LIVE Meeting	<ul style="list-style-type: none"> • Course Overview • Operations Strategy & Design Overview • Competitive Priorities • Order Winning Criteria 	Just show up today and we will dive into content you need to know!	Answer the question posted so we can get to know one another better.
Week 2: Monday 9/27: Asynchronous Pre-Recorded & Assignments Due	<ul style="list-style-type: none"> • Operations Strategy & Design Deep Dive 	<ul style="list-style-type: none"> • Course Pack (CP): Operations Strategy (Shapiro) 	Answer discussion question(s) for participation
Week 2: Wednesday 9/29: LIVE Meeting	<ul style="list-style-type: none"> • Operations Strategy & Design Real Application 	<ul style="list-style-type: none"> • (CP) Operations Strategy (Shapiro) – ReRead the Boeing Case 	Any Group Work we Do in Class Will have a Submission on Canvas for Participation
Week 3: Monday 10/4 Asynchronous Pre-Recorded & Assignments Due	<ul style="list-style-type: none"> • Process Fundamentals • Inventory Management 	<ul style="list-style-type: none"> • (CP) Process Fundamentals & Key Concepts of Inventory Management (Gray/Leonard) • Any links in the overview for that day • The Goal: Ch 1-10 	Assignment: Process Fundamentals - Map a Basic Process Due by 11:59 pm on 10/4
Week 3: Wednesday 10/6: LIVE Meeting	<ul style="list-style-type: none"> • Process Types & Layout Applied 	<ul style="list-style-type: none"> • (CP) American Connector Case • Any videos or other links in the overview for that day. 	Any Group Work We Do in Class Will Have a Submission on Canvas for Participation (due by 9:00 pm) & Answer Goal Submission Questions (due by 11:59 pm 10/6)

Date	Topic	To Read <u>Before</u> Class	Deliverables (described below)
Week 4: Monday 10/11: Asynchronous Pre-Recorded & Assignments Due	Managing Quality	<ul style="list-style-type: none"> (CP) Managing Quality (article by Bohn) The Goal: Ch 11-20	Assignment: American Connector Case Study (due by 11:59 pm on 10/11) & Answer discussion question(s) for participation (due by 11:59 pm on 10/11)
Week 4: Wednesday 10/13: LIVE Meeting	Process Improvement & Change Management in Operations	<ul style="list-style-type: none"> 8 Steps to Proper Operational Process Change From Lean to Lasting (McKinsey) Internet Articles –Links in Days Overview	Any Group Work We Do in Class Will Have a Submission on Canvas for Participation (due by 9:00 pm) & Answer Goal Submission Questions (due by 11:59 pm 10/6)
Week 5: Monday 10/18: Asynchronous Pre-Recorded & Assignments Due	Supply Chain ManagementContinued.	<ul style="list-style-type: none"> (CP) Supply Chain Management” (Gaur) (CP) What Supply Chain Transparency Really Means” (Bateman and Bonanni) “Supply Chains Built for Speed and Customization” SMR, 2017 The Goal: Ch 21-30	Answer discussion question(s) for participation (due by 11:59 pm on 10/18)

Date	Topic	To Read <u>Before</u> Class	Deliverables (described below)
<p>Week 5: Wednesday 10/20: LIVE Meeting</p>	<ul style="list-style-type: none"> Strategic Sourcing & Supply Chain Risk 	<ul style="list-style-type: none"> (CP) Strategic Sourcing (Pierson & Shih) “Reducing the Risk of Supply Chain Disruptions” (SMR) Reshoring, restructuring, and the future of supply chains (SMR) Data, Not Digitalization, Transforms the Post-Pandemic Supply Chain (SMR) 	<p>Any Group Work We Do in Class Will Have a Submission on Canvas for Participation (due by 9:00 pm)</p> <p>&</p> <p>Answer Goal Submission Questions (due by 11:59 pm 10/6)</p>
<p>Week 6: Monday 10/25: Asynchronous Pre-Recorded & Assignments Due</p>	<ul style="list-style-type: none"> Supply Chain Risk & Covid Midterm 	<ul style="list-style-type: none"> “Coronavirus is a Wakeup Call for Supply Chain Management” (article by Choi, Rogers & Vakil) Coursepack Finish The Goal: Ch 31-40 	<p>Assignment: Midterm *You will have until 10/26 to complete.</p>
<p>Week 6: Wednesday 10/27: LIVE Meeting</p>	<ul style="list-style-type: none"> Service Operations: Customer Journey Experience 	<ul style="list-style-type: none"> “The CEO Guide to Customer Experience” McKinsey “Designing for the Softer Side of the Customer Experience” SMR 	<p>Any Group Work We Do in Class Will Have a Submission on Canvas for Participation (due by 9:00 pm)</p> <p>&</p> <p>Global Supply Chain Simulation and Reflection Write up (due by 11:59 pm on 10/27)</p>

Date	Topic	To Read <u>Before</u> Class	Deliverables (described below)
Week 7: Monday 11/1: Asynchronous Pre-Recorded & Assignments Due	<ul style="list-style-type: none"> Service Operations: Queuing & Self-service technologies 	<ul style="list-style-type: none"> “Disney and the Art of Queueing” Internet Article “How Customers View Self-Service Technologies” (SMR) Watch Queueing Videos in Assignment 	Assignment: The Goal Report (due by 11:59 pm on 11/1) & Answer discussion question(s) for participation (due by 11:59 pm on 11/1)
Week 7: Wednesday 11/3: LIVE Meeting	<ul style="list-style-type: none"> Service Operations: Customer Experience (Blueprinting & Customer Journey Tools) 	<ul style="list-style-type: none"> (CP) Service Blueprinting: A Practical Technique for Service Innovation (Bitner, Ostrom & Morgan) “5 Essential Components of Effective Customer Journey Maps” (Internet) 	Any Group Work We Do in Class Will Have a Submission on Canvas for Participation (due by 9:00 pm)
Week 8: Monday 11/8: Asynchronous Pre-Recorded & Assignments Due	<ul style="list-style-type: none"> Servicescape Observation 	<ul style="list-style-type: none"> Servicescapes: The Impact of Physical Surroundings (Bitner; link in overview) 	Assignment: Servicescape Observation Report (due by 11:59pm on 11/8)

Date	Topic	To Read <u>Before</u> Class	Deliverables (described below)
Week 8: Wednesday 11/10: LIVE Meeting	<ul style="list-style-type: none"> Sustainability & Responsibility 	<ul style="list-style-type: none"> “Corporate Sustainability at a Crossroads” (SMR) Zara Empire and Plans for Sustainability (Fast Company) 	Any Group Work We Do in Class Will Have a Submission on Canvas for Participation (due by 9:00 p.m.)
Week 9: Monday 11/15: Asynchronous Pre-Recorded & Assignments Due	<ul style="list-style-type: none"> Sustainability & Operations: Circular Economy 	<ul style="list-style-type: none"> “What is a Circular Economy” Internet Resource “Most U.S. Companies Say They Are Planning to Transition to a Circular Economy” Fast Company 	Assignment: Sustainability & Risk in SCM Report (due by 11:59 pm on 11/15) & Answer discussion question(s) for participation (due by 11:59 pm on 11/15)
Week 10: Wednesday 11/17: LIVE Meeting	<ul style="list-style-type: none"> Lean Thinking Agile Approaches 	<ul style="list-style-type: none"> “The Work of Leaders in a Lean Management Enterprise” McKinsey pdf *Specific articles will be noted in assignment* 	Any Group Work We Do in Class Will Have a Submission on Canvas for Participation (due by 9:00 pm)
Week 10 (A): Monday 11/22 Asynchronous Pre-Recorded & Assignments Due	<ul style="list-style-type: none"> Lean Thinking 	<ul style="list-style-type: none"> (CP) How GE Applies Lean Startup Practices HBR article: How GE Applies Lean Startup Practices (link in overview) 	Answer discussion question(s) for participation (due by 11:59 pm on 11/22)
Week 10 (A): Wednesday 11/24	No Class = U.S. Thanksgiving Holiday Vacation		

Date	Topic	To Read <u>Before</u> Class	Deliverables (described below)
Week 10 (B): Monday 11/29: Asynchronous Pre-Recorded & Assignments Due	<ul style="list-style-type: none"> • Coronavirus Impact on Supply Chain & Holiday Demands 	<ul style="list-style-type: none"> • Timely Articles 	Answer discussion question(s) for participation (due by 11:59 pm on 11/29)
Week 10 (B) Wednesday 12/1: LIVE Meeting	Final Operations Strategy Paper Due (Individual Assignment)		
Finals Week Dec 6-10	No Final		

Academic Resources

- Academic Integrity Tutorial (found on Canvas and SU Online)
- Library and Learning Commons (<http://www.seattleu.edu/learningcommons/>)
(This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab)

Student Orientation to Distance Learning

Seattle University's Center for Digital Learning and Innovation (CDLI) has developed an orientation to distance learning course for SU students. The course takes 30-45 minutes to complete and teaches students about how to be a successful online learner, academic integrity, Canvas and Zoom tutorials and help, and technical requirements and solutions. The orientation is available at <https://seattleu.instructure.com/courses/1563070>.

Academic Policies are on the Registrar website:

(<https://www.seattleu.edu/redhawk-axis/academic-policies/>)

- Academic Integrity Policy
- Academic Grading Grievance Policy
- Professional Conduct Policy

Notice for students concerning disabilities:

If you have, or think you may have, a disability (including an 'invisible disability' such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff located in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.

Office of Institutional Equity:

Title IX of the Education Amendments of 1972 (Title IX) prohibits discrimination based on sex in educational programs or activities that receive Federal financial assistance. This prohibition includes sexual misconduct, which encompasses sexual harassment and sexual violence. Seattle U remains committed to providing a safe and equitable learning, living, and working environment. Seattle U offers emergency, medical, and other support resources, as well as assistance with safety and support measures, to community members who have experienced or been impacted by sexual misconduct.

Seattle U requires all faculty and staff to notify the University's Title IX Coordinator if they become aware of any incident of sexual misconduct experienced by a student. For more information, please visit <https://www.seattleu.edu/equity/>. If you have any questions or concerns, you may also directly contact the Title IX Coordinator in the Office of Institutional Equity (**email:** oie@seattleu.edu; **phone:** 206.296.2824).

Notice on Religious Accommodations:

It is the policy of Seattle University to reasonably accommodate students who, due to the observance of religious holidays, expect to be absent or endure a significant hardship during certain days of their academic course or program. Please see, Policy on Religious Accommodations for Students (<https://www.seattleu.edu/media/policies/Policy-on-Religious-Accommodations-for-Students---FINAL.PDF>).

Guidelines for Campus Closure (Unless Otherwise Notified):

Our online classes will continue as scheduled, and you are still expected to do the normal readings and preparation. Reflections, assignments, and other submissions are also expected as normal. In case of major changes in the environmental situation (e.g., weather, natural disaster, health), we will follow guidance from the university administration.