

Instructor: Ahmed Faizul Huq f.huq@northeastern.edu TF: 8:00 am to 9:40 am, Behrakis Health Sciences Center Room 105

Office Hours: TTH 10 to 11:30 am and by appointment. Email me to set an appointment

COURSE RESOURCES

- ✓ Custom e-textbook: “Managing Operations Across the Supply Chain” 4e by Swink, et al., McGraw-Hill.
- **To purchase go to:** <https://connect.mheducation.com/class/f-huq-fall-2022-tf-800> (you need to register first) and then go to “Connect” “Buy it” (Please do not open “Use Connect Code” or “Temporary Access”). The bundle includes the e-textbook, Simulation Game (MH Practice Operations), and SmartBook (CONNECT). View video of Canvas/Connect registration instructions: <http://video.mhhe.com/watch/4q72PpEpzkXAd3hW4o52c8>.
- For all SmartBook and MH Practice Simulation assignments, always access or sign-in to e-book via Canvas (i.e., do not log-in directly to CONNECT).

Note on Mask Mandate: Students, faculty and staff—or anyone else—will not be required to socially distance in classrooms, student centers, athletic facilities in Boston or on any of the university's 13 global campuses. **Masks will only be required in the health centers**, in line with general public health guidance.

Assignment Project Exam Help

Course Description

The overarching course objective is to develop an in-depth understanding of integrative managerial issues and challenges related to developing and implementing a firm's Supply Chain Strategy. The students will develop an understanding of Supply Chain and Operations Management: effective planning, organizing, and controlling of the value-creating activities of a firm. Students will understand how the processes and approaches to purchasing, making, delivering, and returning good and services can vary, and will think critically about how firms can use effective Supply Chain Operations to reduce costs, improve quality, and better forecast demand, among other topics. This course uses a supply chain process approach to show how processes across the supply chain affect each other, and work in concert in effective management of Supply Chain Operations. By the end of this course, students should be able to clearly articulate the importance of Supply Chain and Operations management and the role they play in a firm's productivity and strategy. Supply Chain Management is positioned as a **value-adding** process that achieves time and place synchronization of demand stimulation and operations fulfillment. Emphasis is placed on challenges related to providing logistical support for development of customer service standards, procurement and manufacturing, market-distribution and after-sales activities. The topics studied will span supply chain strategy, segmental positioning, service provider relationship development and maintenance, value-added services, forecasting and collaborative planning, order management, transportation, inventory, warehousing and materials handling, change and change management. The course will conclude with emphasis on future challenges in the supply chain arena, strategies such as time-based, asset productivity, technology and relationships. Additional focus area is the development of supply chain relationships. This integrative approach to management is critical in creating supply chains that are efficient, effective, and that provide sustainable competitive advantage.

The class combines lecture and discussion focused on critical thinking regarding assigned topics. Advanced preparation is essential for effective class participation.

Course Objectives

- (1) Understanding the importance of a world class Supply Chain in the formation of business strategy.
- (2) Have an analytical framework to understand trade-offs in this decision area, i.e. metrics, CS, etc.
- (3) Strengthen integrative analytical and problem-solving skills.
- (4) Give the student the opportunity to consider Supply Chain Management as a career.

- (5) Who knows, hopefully have some [fun](#) along the way as we learn about this dynamic topic!

SPECIAL NOTE: Essential to the mission of Northeastern University is the commitment to the principles of intellectual honesty and integrity. You agree that any taking of exams, papers, presentations, overall conduct, etc., you will uphold University policy as it pertains to maintaining intellectual integrity and avoiding all forms of academic dishonesty (e.g., cheating, plagiarism, unauthorized collaboration, participation in academically dishonest activities, perusing an exam before it is given, and/or facilitating academic dishonesty).

☐☐ All research, including but not limited to searches on the WEB, should be properly documented.

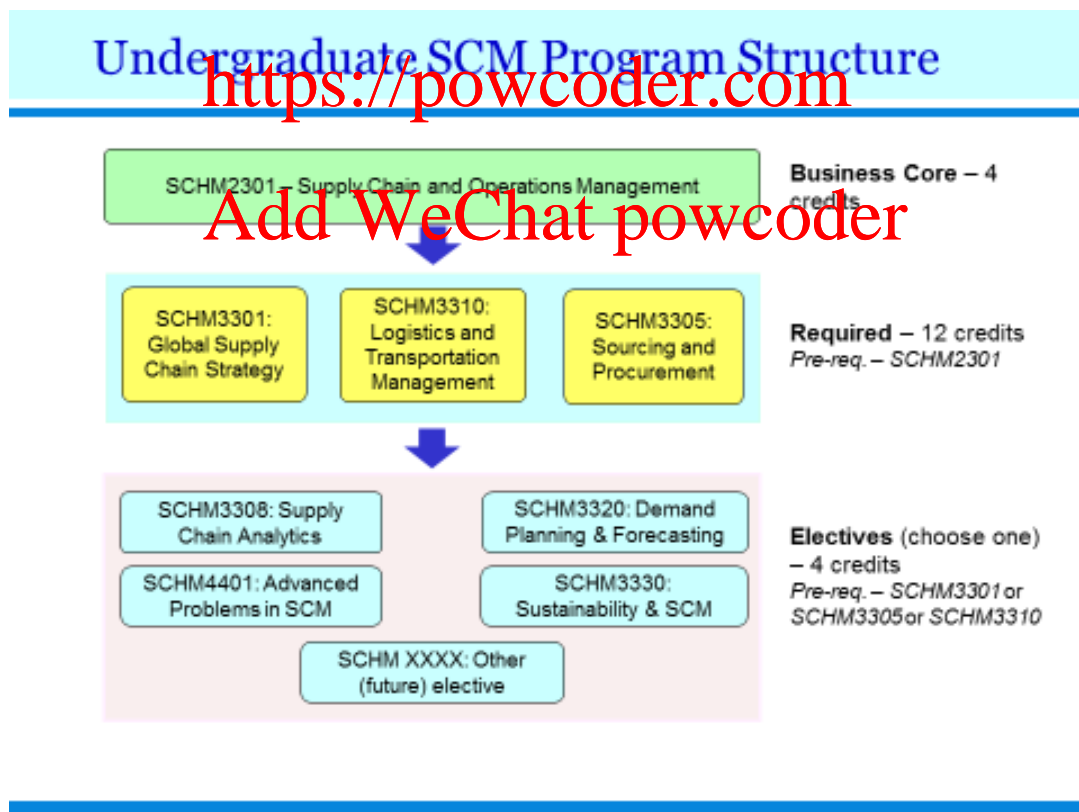
If you have any technical issues with technology, it's important you contact the proper Help Desk **immediately**.
Do not contact your instructor with any technology questions or issues. Please utilize the experts.

Do not blame the system or technology for missing an assignment or event. Please take the time and properly get connected. Don't miss out. Take the corrective action. Again, contact the proper Help Desk..

Getting Technology Help:

- Northeastern's IT Help Desk 617.373.4357 (xHELP) and/or help@northeastern.edu
- LockDown Browser has "Help Center" button located on the toolbar.
- McGraw-Hill Digital Technical Support for CONNECT, SmartBook & MH Practice Ops;
- call (800) 331-5094 or <https://mhedu.force.com/CXG/s/ContactUsWebForm>

[Curriculum for concentration in Supply Chain Management](#) (link available as well)



COURSE POLICIES AND GRADING SCHEME

Student Responsibilities

You are expected to act professionally in the classroom at all times (in-person or virtual). Active participation is required for meaningful learning. I expect that:

- ✓ You will attend all class sessions.
- ✓ You will read the required material prior to coming to class.
- ✓ You will submit assignments by the due date (penalty assessed for late assignments).

Missing Class/Exam/Assignment Due Date

Documented evidence from proper authority (i.e. doctor if you're sick) is required to excuse you. Acceptable reasons include medical emergencies, participation in university events, etc. Please ensure you inform instructor ahead of time if you'll miss class (unless it's an emergency).

Academic Integrity

Academic honesty and integrity must be upheld at all times. Cheating and plagiarism will result in a "0" grade for the assignment in question. In addition, I may report the cheating or plagiarism incident to the OSCCR and Dean's Office for further action. Please refer to NU's academic honesty and integrity policy at:

<http://www.northeastern.edu/osccr/academic-integrity-policy/>.

Recording of Class Sessions

- Parts of this course may be recorded for educational purposes. These recordings will be made available only to students enrolled in this course.

Grading Policy: Final grade will be determined by your performance in the following:

	% of Final Grade	Points
Case Study Presentation	10%	100
SmartBook Assignments	5%	50
Simulation Game	15%	150
Practice Module 1-4 (8%)		80
Module 6 Results (7%)		70
Quizzes (2)	10%	100 (50 each)
Midterm Exam	25%	200
Final Exam	25%	250
Participation	10%	100
Total	100%	1000 points

Grading Scale

Grading Scale

Grade	Percentage	Grade	Percentage	Grade	Percentage
A	≥94%	B-	80-82.99%	D+	67-69.99%
A-	90-93.99%	C+	77-79.99%	D	63-66.99%
B+	87-89.99%	C	73-76.99%	D-	60-62.99%
B	83-86.99%	C-	70-72.99%	F	≤59.99%

NOTE: For all assignments where grading is based on "letter grades" (i.e. A-, B+, B, etc.) letter grade will be equivalent to the mid-point of the grade range (i.e. A-, = 92%, B+ = 88.5%, etc.). As per DMSB guidelines, work that meets expectations is B grade. A/A- grade is for exceptional work that goes beyond meeting expectations. Also, no "extra credit" will be given to boost grade and/or rounding numerical grades (i.e. please note the 2-decimal points in grading scale).

Special Note

There is no “*NEGOTIATION*” of grades. There is plenty of work to be done with-in the Semester. There is no “extra credit” as a way to “make-up” for work that should have been done during the Semester. There is no curving or rounding up of the numerical grade. To be clear being .01 points away from the next letter grade will NOT put you in the next upper level.

Always refer to the **Grades** on Canvas. Be sure to manage your grade during the semester. Always happy and obliged to discuss any grade with you during the semester. **Do not contact the instructor after the semester has ended looking for additional points to your grade. It will not happen.**

Number of Hours

This course requires along with the 3.33 hours we spend together in-class it is expected a minimum of 3-4 hours each week with outside assignments, readings and homework.

NOTE: I do not “give” you your grade; I only record your efforts and *ENTHUSIAM* to our subject matter. It is my mission to facilitate in every way the grade you aspire to!

Description of the assignment:

- ✓ **Exams and Quizzes:** Will consist of multiple choice, short answer, and/or short essay questions. They will be done online via Canvas and will be timed (i.e. must be completed in the specified time). The exams will be monitored and will only be accessed through Lockdown Browser (see details on this at the end of syllabus).
- ✓ **Case Study Presentation:** To be done in teams of 2-3 students. Each team will be assigned a case study from the list provided (see table of cases at the end of syllabus) by the end of 2nd class session. You are required to analyze the case and make a 15-minutes presentation of the analysis on the date the case is due. The analysis should be comprehensive, demonstrate a clear understanding of case issues, apply concepts in respective chapter reading and other topics covered in class, make practical suggestions, and facilitate lively class discussion. You need to think “outside of the box” beyond the case questions and expand analysis (given the cases do not offer detailed information). You should consult outside sources (i.e. trade publications, Google, etc.) to enhance your understanding of the problem raised in the case. Where appropriate make realistic assumptions in your analysis. The presentation is intended to enhance your understanding of the topic of the day. The presentation should be professionally done. You are required to submit your presentation slides via Canvas by **9:00 am** on the day of the presentation.
- ✓ **SmartBook Assignments:** You are required to complete the interactive assignments available in CONNECT for each chapter. Grading is based on whether you attempted and if your performance shows reasonable understanding of material (i.e. grade >60% or at least a D- per the course grading scheme).
- ✓ **Simulation Game:** The Practice Operations simulation game reinforces concepts learned in class and helps you appreciate the challenges and trade-offs in managing supply chain operations. The game is divided into five modules. Modules 1-4 are practice modules. There are two graded assignments: Practice Modules 1-4 and Competitive Module 6.

Overview of Modules

- **Module 1: The Production Process** – focuses on managing the production process.
- **Module 2: Managing Suppliers** – unlocks the receiving department, putting players in charge of managing the supply and material inventories to meet client needs.
- **Module 3: Forecasting and Contracts** – players choose which contracts to pursue, and optimize their receiving, production, and shipping departments accordingly.

- **Module 4: Human Resources and Capacity Planning** – allows players to manage both human and facility resources to meet capacity challenges.
- **Module 6: Maximize Net Worth** – gives players complete control over all areas of the operations. You will be challenged to build the most profitable company possible. Please note that once you start the Game you must complete with NO breaks. Plan accordingly!

- ✓ **Modules 1-4** are practice rounds focusing on different operational areas in the company's supply chain. These will be done individually. Although there are designated class sessions for the practice rounds, you will be able to practice as many times as you want outside of class. Your grade for **Module 1-4** will be based on successful completion of each module and the results you achieve. The grades for each module will be at 3-levels: A, B, or F. **A-grade** is for achieving exceptional results. **B-grade** is for completed module but not exceptional results (see expected results in Table below), and **F-grade** is for incomplete module (i.e. there is no credit given unless practice module is complete).

Module 6 is competitively done. It gives you full control of all operational areas (i.e. you will have control of the entire supply chain). In effect, since you have completed Modules 1- 4, you are now ready to manage the entire supply chain operation and maximize profit. There is no practice round for this module (it's really module 4 but with more runs). You need to set aside adequate time to complete the module (outside of class time). **Module 6 grade** is based on a weighted performance score as shown below:

- Net worth – 40% (*How high is your company's net worth compared to competition?*)
- Reputation Score – 30% (*How high is your company's reputation score compared to competition?*)
- Timeliness – 30% (*What % of your contracts were completed on time compared to competition?*)

- ✓ **Participation** – In assessing participation, I will consider the quality (i.e., ability to draw on course materials, sharing experiences, advancing class discussions, etc.), professional conduct (i.e., attendance, punctuality, preparedness, refraining from distancing behavior, etc.) and the quantity of each student's contribution during class discussions. Note that grading participation is essentially subjective. While class attendance, by itself, does not contribute to participation grade (i.e. you can't contribute if you are absent). Participation will be assessed as *exceptional level (A/A-)*, *expected level (B+/B/B-)*, *adequate level (C+/C/C-)*, *unsatisfactory level (D+/D/D-)*, or *no participation (F)*.
- ✓ **Peer/Self Evaluation (for group projects)** – For group projects where individual contributions are not equitable, the instructor will ask each team member to submit an evaluation of group members' contribution in the project. An individual's grade for a group project will be weighted by the average contribution score from the peer evaluation.

CLASS SCHEDULE

Date	Topic	Readings and Assignments
Friday 9/09	Course Introduction	<ul style="list-style-type: none"> Review the Syllabus Team Sign-Ups Register for CONNECT and MH Practice Operations / Tech Support: Call 1-800-331-5094
Tuesday 9/13	What is supply chain and operations management?	Chapter 2: Operations and Supply Chain Strategy <ul style="list-style-type: none"> <i>SmartBook Assignment</i>
Friday 9/16	Managing Processes and Capacity	Chapter 3: Managing Process and Capacity <ul style="list-style-type: none"> <i>SmartBook Assignment</i> <i>Case Presentation: Evergreen Products</i>
Tuesday 9/20	Managing Processes and capacity ... continued	Chapter 3: Managing Process and Capacity <ul style="list-style-type: none"> <i>Case Presentation: American Vinyl Products</i>

Friday 9/23	Process Structures in Manufacturing and Service Operations	Chapter 5: Manufacturing and Service Process Structures <ul style="list-style-type: none"> ▪ <i>SmartBook Assignment</i> ▪ <i>Case Presentation: Sonnie's Gourmet Sandwich Café Case</i>
Tuesday 9/27	Simulation Module 1	MH Practice Operations Student Manual <ul style="list-style-type: none"> ▪ Module 1 – The Production Process (in class) ▪ Quiz 1 – <i>at start of class</i>
Friday 9/30	Sourcing and Supply Management	Chapter 10: Sourcing and Supply Management <ul style="list-style-type: none"> ▪ <i>Case Presentation: Trail Frames Chassis: Insourcing/Outsourcing decision</i>
Tuesday 10/04	Guest Speaker	<ul style="list-style-type: none"> ▪ TBD
Friday 10/07	Simulation Module 2	MH Practice Operations Student Manual <ul style="list-style-type: none"> ▪ <i>Module 2: Managing Suppliers</i> Sourcing and Supply Management Discussion ... continued
Tuesday 10/11	Demand Planning: Forecasting and Demand Management	Chapter 12: Demand Planning: Forecasting and Demand Management <ul style="list-style-type: none"> ▪ <i>SmartBook Assignment</i>
Friday 10/14	Demand Planning: Forecasting and Demand Management ... continued	Chapter 12: Demand Planning: Forecasting and Demand Management <ul style="list-style-type: none"> ▪ <i>Case Presentation: Rachel's Breakfast Cafe</i>
Tuesday 10/18	Midterm Exam	Covers Chapters 2, 3, 5, 6 and 12
Friday 10/21		Review Exam
Tuesday 10/25	Managing Inventory	Chapter 7: Managing Inventories <ul style="list-style-type: none"> ▪ <i>SmartBook Assignment</i>
Friday 10/28	Managing Inventory ... continued	Chapter 7: Managing Inventories <ul style="list-style-type: none"> ▪ <i>Case Presentation: Easy Treats</i>
Tuesday 11/01	Simulation Model 3	MH Practice Operations Student Manual <ul style="list-style-type: none"> ▪ <i>Module 3: Forecasting and Contract</i>
Friday 11/04	Materials and Resource Requirement Planning	Chapter 14: Material and Requirement Planning <ul style="list-style-type: none"> ▪ <i>SmartBook Assignment</i>
Tuesday 11/08	Managing Quality	Chapter 6: Managing Quality <ul style="list-style-type: none"> ▪ <i>SmartBook Assignment</i> <i>Case presentation: Aqua-Fun</i> <i>Quiz 2 – at start of class</i>
Friday 11/11	Customer Service	Chapter 9: Customer Service Management <ul style="list-style-type: none"> ▪ <i>SmartBook Assignment</i> ▪ <i>Case Presentation: Johnson Snacks</i>
Tuesday 11/15	Logistics Management	Chapter 11: Logistics Management <ul style="list-style-type: none"> ▪ <i>SmartBook Assignment</i>
Friday 11/18	Simulation Module 4	MH Practice Operations Student Manual <ul style="list-style-type: none"> ▪ <i>Module 4: Human Resources and Capacity Planning</i>
Tuesday 11/22	Logistics Management ... continued	Chapter 11: Logistics Management <ul style="list-style-type: none"> ▪ <i>Case Presentation: Spartan Plastics</i>
Friday 11/25	Thanksgiving Recess (No Class)	No Class.
Tuesday	No Class Meetings	Teams meet for practice Module 6.

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11/29		
Friday 12/02	Simulation Module 6	<i>MH Practice Operations Student Manual</i> <ul style="list-style-type: none"> Module 6: Maximize Net Worth
Tuesday 12/06	Lessons from Simulation Discussion	<ul style="list-style-type: none"> What have we learned in the course? Explain your results, experience, team strategy, learning/take-aways about supply chain operations in the simulation, and how these can apply to companies.
Friday 12/09	Other emerging issues in SCM and Course Wrap-Up	<ul style="list-style-type: none"> Identify emerging operations and SCM issues not covered in class – for in-class discussion Complete TRACE survey by this date
EXAM WEEK	FINAL EXAM – Date & Venue to be Announced	

Assignment Due Dates

Case Briefs and Assignments	09/27	10/07	10/18	11/01	11/08	11/18	12/02	TBD
1. Case Study/Current Issue Presentation	See separate table and topic dates							
2. Quiz 1								
3. Simulation Module 1								
4. Simulation Module 2								
5. Mid-Term Exam								
6. Simulation Module 3								
7. Quiz 2								
8. Simulation Module 4								
9. Simulation Module 6								
10. Final Exam								

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Case Studies Presentation Dates

Date	Case Study	Date	Case Study
FRI 9/16	Evergreen Products	FRI 10/28	Tasty Treats
TUE 09/20	American Vinyl Products	TUE 11/08	Aqua-Fun
FRI 09/23	Sonnie's Gourmet Sandwich Café	FRI 11/11	Johnson Snacks
FRI 09/30	Trail Frames Chassis: Insourcing/Outsourcing Decision	TUE 11/22	Spartan Plastics
FRI 10/14	Rachel's Breakfast Cafe		