

Supply Chain Management
Course Number: 22:799:668
Course Title: Sales and Operations Planning

COURSE DESCRIPTION

The rise in importance of the supply chain at leading companies has created a higher level of expectations regarding cross functional planning. While cost-focused supply chain improvements like sourcing, lean manufacturing, contract manufacturing, and third-party logistics have all helped to improve the bottom line, the next challenge is to achieve full alignment with the strategic intent of the business and effectively execute growth and revenue objectives. Industry leaders are implementing Sales Inventory, and Operations Planning processes to ensure that the proper planning and execution is in place to deliver revenue, profit and customer service expectations. This course will focus on the fundamentals of a Sales Inventory, and Operations Planning process and how it establishes strategic and organizational alignment, enhances operational excellence and competitive advantage, and most importantly, improves supply planning and execution.

With the understanding of the value of Sales, Inventory and Operations Planning, four notable trends are forming in the supply chain planning technology and processes. First, there will be a transition from Sales Inventory, and Operations Planning to integrated business planning, which will bring with it two additional trends: moving toward more real-time planning environment and increasing task automation. Last, there will be a marrying of supply chain planning and analytics, for increased visibility and better data for decision making. These trends should converge to make supply chain planning a more deeply integrated process, both in terms of technology and across the business.

COURSE MATERIALS

Required Book:

Bricks Matter: The Role of Supply Chain in Building Market-Driven Differentiation

Authors:

Lora M. Cecere

Charles W. Chase Jr.

ISBN 978-1-118-21831-0

COURSE PROCEDURES

1. Course lecture notes will be posted on Canvas prior to each class. Students are expected to review the lecture notes prior to each class.
 2. All assigned reading must be conducted prior to class.
 3. Punctuality is important.
 4. Respect for one another is mandatory during class discussion.
 5. All cell phones must be silenced at the start of class to minimize disruptions. If you need to take a call, please exit the classroom quietly so that the discussions are not disrupted.
 6. If you will miss any class, make arrangements with the instructor for any material that may be missed. Missing more than one class will not be acceptable.
 7. Participation is strongly encouraged and is a part of your grade. Everyone is expected to participate fully in class discussions.
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CASE ASSESSMENT REQUIREMENT

Students are to carefully read the cases and write a 2 to 3 page executive review on how to optimize the situation to ensure optimal demand and supply objective are met.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

PERFORMANCE ASSESSMENT

1. Case Assignment – 30% each

a. HBR – *Demand and Supply Forecasting at Air Products*

b. HBR – *Align Technology, Inc.*

2. Final Exam – 40%

COURSE SCHEDULE

Semester Breakdown:

Week 1

Resource:

- <http://www.supplychainbrain.com/content/video-library/video-library/single-article/article/10-years-after-how-close-are-we-to-true-demand-driven-supply-chains/>
- <http://www.supplychainbrain.com/content/video-library/video-library/single-article/article/managing-demand-how-agility-replaces-predictability/>

Chapter Reading:

- Chapter 1 and Chapter 2

Case Reading:

- HBR – *Aligning Incentives in the Supply Chains*
- The Hidden Supply Chain Engine
- Five Inventory Core Competencies That Can Make or Break Your Competitive Advantage
- HBR – *Harmonizing Demand Forecasting and Supply at Mahindra & Mahindra, LTD.*

Class Lecture:

- Sales Inventory & Operations Planning (SI&OP) Fundamentals I – Methods to Achieve Global Competitiveness and Create Shareholder Value
- Sales Inventory & Operations Planning (SI&OP) Fundamentals II – Methods to Achieve Global Competitiveness and Create Shareholder Value

Week 2

Resource:

- <http://www.supplychainbrain.com/content/video-library/video-library/single-article/article/whats-wrong-with-traditional-sop/>
- <http://www.supplychainbrain.com/content/video-library/video-library/single-article/article/advances-in-new-product-forecasting/>

Chapter Reading:

- Chapter 3

Case Reading:

- Linking CPFR & S&OP: A Roadmap to Integrating Business Planning
- HBR – FoldRite Furniture Company: Planning to Meet a Surge in Demand

Class Lecture:

- Developing, Implementing and Managing the Sales, Inventory & Operations Planning (SI&OP)

Week 3

Resource:

- <http://www.supplychainbrain.com/content/video-library/video-library/single-article/article/celesticas-top-priorities-for-improving-forecast-accuracy/>
- https://www.youtube.com/watch?v=PdY_pfWpTzY
- <https://www.youtube.com/watch?v=xxW9EIL30EM>

Chapter Reading:

- Chapter 5

Case Reading:

- HBR – Forecasting Demand for Food at Apollo Hospitals
- The Sales and Operations Planning Report

Class Lecture:

- The Role of Forecasting in Establishing Optimal Business Performance

Week 4

Resource:

- <http://www.supplychainbrain.com/content/video-library/video-library/single-article/article/do-backward-looking-kpis-have-a-place-in-sop/>

Chapter Reading:

- Chapter 6

Case Reading:

- Profit, Sales and Operations Planning
- Sales and Operations Planning Benchmark
- Sales and Operations Performance

Class Lecture:

- Next generation Sales, Inventory & Operations Planning – Best practices

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu>.

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of **physical health** services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of **legal** services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to **English as a second language (ESL)** should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional **academic assistance**, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]