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 and Operations Planning processes to insure 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 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.

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

About the Instructor:

Hany Salama is the Chief Supply Chain Officer and Vice President of Global Operations and Quality Management at NeoStrata Company, Inc. in Princeton, New Jersey. He has global responsibilities for commercial planning, manufacturing, and supply chain operations for all clinical and marketed products. He also has responsibility for all new commercial product launches which include marketing, sales, business development, regulatory, and quality management interface.

As a Key Council Member and Advisor at Gerson Lehrman Group for more than a decade, he advises global private equity firms, venture capitalists, and operating companies on specialty pharmaceutical and
biotechnology topics, including strategies for successful product launches, commercialization, value chain transformation and global pharmaceutical strategies.

He is also a Board Member at Pharma Tech International, Inc. where he advises this specialty active pharmaceutical ingredient company on strategic and operational direction.

As an Adjunct Professor and Fellow, he shares his passion for operational excellence and global supply chain expertise with students of the Rutgers University undergraduate and graduate Business School programs. In this capacity, he developed a curriculum specific to pharmaceutical supply chain and has been a key contributor in the design of the University’s supply chain program. He has also previously taught operations and supply chain management at William Paterson University, in Wayne, NJ.

He holds a Bachelors of Engineering in mechanical engineering from Stevens Institute of Technology, a Masters of Engineering in chemical engineering from Illinois Institute of Technology as well as a Masters of Business Administration in Management and Finance from Seton Hall University. He is trained and black belt certified in six sigma/lean manufacturing. He is also a Certified Purchasing Manager (CPM) from the Institute for Supply Management.

Course Procedures:

1. Course lecture notes will be posted on blackboard 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. The class meets every Saturday at 9:00 am. 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 class room 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.

Class Agenda:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
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<tbody>
<tr>
<td>Questions / Review of Previous Class</td>
<td>9:00 – 9:20</td>
</tr>
<tr>
<td>Lecture</td>
<td>9:20 – 11:20</td>
</tr>
<tr>
<td>Review/Analysis of Selected Problems/Cases</td>
<td>11:20 – 11:50</td>
</tr>
<tr>
<td>Questions / Final Words / Next Class</td>
<td>11:50 – 12:00</td>
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FINAL GRADE ASSIGNMENT

1. Class Participation – 30%
2. Case Assignment I – 35%
3. Case Assignment II – 35%

Supply Chain Management (22:799:668)

COURSE SCHEDULE

Week 1 – February 28th

Resource:

➢ http://www.supplychainbrain.com

Chapter Reading:

➢ Chapter 1

Case Reading:

➢ HBR – Demand and Supply Forecasting at Air Products – Electronics Specialty Materials

Class Lecture:

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

Week 2 – March 7th

Resource:

➢ http://www.supplychainbrain.com

Chapter Reading:

➢ Chapter 2

Case Reading:

➢ HBR – A-CAT Corporation: Forecasting

Class Lecture:
➢ Sales Inventory & Operations Planning (SI&OP) Fundamentals II – Methods to Achieve Global Competitiveness and Create Shareholder Value

**Week 3 – March 28th**

*Resource:*  
➢ [http://www.supplychainbrain.com](http://www.supplychainbrain.com)

*Chapter Reading:*  
➢ Chapter 3

*Case Reading:*  
➢ *Montreaux Chocolate USA: Are Americans Ready for Healthy Dark Chocolate*

*Class Lecture:*  
➢ Developing, Implementing and Managing the Sales, Inventory & Operations Planning (SI&OP) processes

**Week 4 – April 4th**

*Resource:*  
➢ [http://www.supplychainbrain.com](http://www.supplychainbrain.com)

*Chapter Reading:*  
➢ Chapter 5

*Case Reading:*  
➢ *HBR – Harmonizing Demand Forecasting and Supply at Mahindra & Mahindra, LTD.*

*Class Lecture:*  
➢ Supply and Demand Management – The Role of Information Technology

**Week 5 – April 11th**

*Resource:*  
➢ [http://www.supplychainbrain.com](http://www.supplychainbrain.com)

*Chapter Reading:*
➢ Chapter 6

Case Reading:

➢ Sales Operations Maturity – Why Does It Matter

Class Lecture:

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

Harvard Business Review Course Link

Honesty and Integrity:

Any form of dishonesty will result in an “F” grade for the course. All of your written work must be your own. All references must be cited. Plagiarism will not be tolerated.