



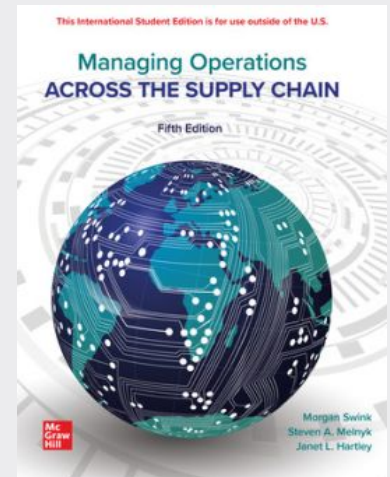
## LIST OF CHANGES

# Managing Operations Across the Supply Chain

5th Edition

Swink, Melnyk, and Hartley


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- The key objectives of the major revisions throughout the text further integrate and highlight the role of digital technologies throughout all aspects of supply chain operations management, a global focus, and a holistic pursuit of sustainability.
- Easier management of data and enhanced learning by identifying examples, tables, and problems where supporting excel spreadsheets are available.
- Many of the opening vignettes and Get Real stories are updated or replaced to make them more reflective of contemporary issues such as that COVID-19 pandemic, disruptions, labor concerns, and more.
- New Get Real stories including businesses recognizable to students such as McDonalds, StitchFix, Spirit Halloween, Target, Walmart, Toyota, and Ulta Beauty.
- New frameworks, concepts, and tools to address the demands of today and changing needs of the future which are organized into five major sections.


## Take your students higher.

McGraw Hill Connect® is a complete course platform. It helps you deliver cohesive learning experiences through structured content and interactivity. When students engage with Connect, their individual needs become clear. This enables you to assign coursework, aligned to the levels of Bloom's Taxonomy, that keeps your students moving forward on their unique learning path from foundational cognitive skills to higher-order thinking and application. The chart below shows how each asset type aligns to Bloom's Taxonomy.

		LOWER  HIGHER					
ASSET	DESCRIPTION	REMEMBER	UNDERSTAND	APPLY	ANALYZE	EVALUATE	CREATE
SmartBook® 2.0	An adaptive reading experience that has been made more personal, accessible, productive, and mobile. SB2.0 gives instructors an assignable reading option that's adaptive and makes students accountable and prepared to understand concepts before class starts.	✓	✓				
Guided Examples	Narrated videos provide step-by-step walkthroughs of algorithmic versions of assigned problems in Connect, providing immediate feedback and focus on the areas where students need the most guidance. This allows students to identify, review or reinforce the concepts and activities covered in class.	✓	✓	✓			
<b>NEW!</b> OM Prep Modules	Statistics, Excel, and Math modules are assignable in Connect as prerequisite modules with brief short videos and check questions that are auto-graded. Assigned early in the course, it gets all students in the class on the same level of preparedness of OM content.	✓	✓	✓			
<b>NEW!</b> Integrated Excel	The power of Microsoft Excel meets the power of McGraw Hill Connect in our all-new integration of Excel in Connect. In this new assignment type, Excel opens seamlessly inside Connect with no need to upload or download any additional files or software. Instructors choose their preferred auto-graded solution with the option for either grading for formula accuracy or the solution value	✓	✓	✓	✓	✓	

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ASSET	DESCRIPTION	REMEMBER	UNDERSTAND	APPLY	ANALYZE	EVALUATE	CREATE
<b>NEW!</b> Application Based Activities	Highly interactive activities that immerse students in real-world business environments. Students are challenged to apply multiple concepts and make data-informed decisions.	✓	✓	✓	✓	✓	
Algorithmic and Static Exercises	This assignable, gradable end-of-chapter content helps students learn to solve problems and apply the concepts in business analytics. Algorithmic versions allow students to practice problems as many times as they need to ensure that they fully understand each problem	✓	✓	✓	✓	✓	
Concept Overview Videos	These assignable videos with corresponding questions provide students with additional reinforcement on core topics in the chapters. Created by instructors, these personal videos will bring online courses to life and help supplement any face-to-face class. The videos are followed by auto-graded concept-check questions, and they are organized by chapter within Connect.	✓	✓	✓	✓	✓	
OM in the News	A blog and newsletter created by OM faculty for OM faculty, containing up-to-date news articles and video, followed by critical thinking questions for use in class providing relevancy and student interest.	✓	✓	✓	✓	✓	
Practice Operations Simulated Game	A 3D, interactive, game-based simulation for students to manage operations of a clothing manufacturing and distribution company that provides real world decision making and operations management skills.	✓	✓	✓	✓	✓	✓

## Connect Platform-Wide Updates

- **NEW!** Updated instructor experience provides a simplified dashboard, quicker and easier access to information you need with fewer clicks. Newly optimized for mobile usage and with accessibility enhancements, pages are now screen-reader compatible, key board navigable, and allow for up to 400% magnification.
- **NEW!** Co-instructor privileges are now available. Instructors can easily add instructors to any section.
- **NEW!** Writing Assignment has the option to assign a peer review, including the ability to set the number of peer reviews, automatic assigning after the draft due date, and anonymous peer commenting.
- **NEW!** Increased maximum points to 2,000 points for an individual question or assignment.
- **NEW!** Streamlined integration with your Learning Management System (LMS). The new LTI Advantage integration allows for easier section pairing, automatic account creation for new users, improved visibility into grade sync features, automatic relinking, and better security.
- **NEW!** Polling Tool is now available as a resource in Connect.
- More mobility. Free download the ReadAnywhere® App and Connect tablet app allows students full access to their Connect course to complete assignments, read their eBook, and check grades—just like they would on a laptop browser.
- Accessibility enhancements ensure new content and technology follows the WCAG version 2.1 AA guidelines and best practices. Some examples of enhancements include a compliant click-and-drag question type in the Question Bank, alt descriptions added to eBook for screen reader users, increased accessibility to presentation PowerPoints, and read-aloud functionality in SmartBook 2.0. For further information regarding McGraw Hill accessibility, please contact us at [accessibility@mheducation.com](mailto:accessibility@mheducation.com).
- World-class reliability with 99.9% platform uptime.
- Option for students to purchase a loose-leaf version of the text at a significant discount with free shipping.
- Partnership with the Online Learning Consortium (OLC) provides an even higher level of expertise and support when transitioning your course.





# Chapter-by-Chapter Changes

In this major revision of *Managing Operations Across the Supply Chain*, our key objective has been to further integrate and highlight the role of digital technologies throughout all aspects of supply chain operations management. In addition, this revision identifies examples, tables, and problems where supporting excel spreadsheets are available for easier management of data and enhanced learning. We also updated or replaced many of the opening vignettes and Get Real stories throughout the book to make them more reflective of contemporary issues such as that COVID-19 pandemic, disruptions, labor concerns, and more. Additional changes are summarized below.

## Chapter 1: Introduction to Managing Operations Across the Supply Chain

- Replaced opening vignette with a discussion of how the COVID-19 pandemic highlighted the importance and challenges of supply chain management.

## Chapter 2: Operations and Supply Chain Strategy

- Introduced Environment, Social, and Governance (ESG) model of sustainability.

## Chapter 3 and 3S: Managing Processes and Capacity

- Added a new Get Real story describing challenges of building U.S. battery capacity in support of growing demand for electronic vehicles.
- Added a new section further explaining the relationship between process design and capacity decisions.
- New Get Real story of how McDonald's has reduced drive-through wait times.
- Added questions focusing on how Little's Law can be used to assess and improve the performance of processes.

## Chapter 4: Product/Process Innovation

- Added new "Taco Explosion" end-of-chapter case highlighting the interaction of new product introductions and supply chain planning in the restaurant industry.

## Chapter 5: Manufacturing and Service Process Structures

- Revised Capability Enabling Technologies section to reflect established and emerging technologies including IoT, blockchain, robotics, and artificial intelligence.
- New Get Real on showing how cobots are used at White Castle.
- New Get Real on how machine learning and data science are integral to StitchFix.

## Chapter 6: Managing Quality

- Expanded discussion of visibility platforms and the roles of technology.
- Updated discussion on the importance of prevention.
- Additional discussion questions.

## Chapter 6 Supplement: Quality Improvement Tools

- Additional discussion questions and problems.

## Chapter 7: Managing Inventories

- Updated and augmented data in Table 7-1.
- Added Get Real on how the COVID-19 pandemic has influenced inventory decisions.
- Added Get Real on Spirit Halloween's use of pop-up stores and single period inventory model.

## Chapter 8: Lean Systems

- Introduced a detailed discussion of how Lean Systems and practices have been influenced practices in healthcare.
- Added a discussion of how the COVID-19 pandemic and the supply chain crises of 2020 to 2022 have influenced how researchers and managers now view Lean.

## Chapter 9: Customer Service Management

- Revised opening vignette to highlight how online marketplaces are changing customers' service expectations.
- New Get Real on Target's creation of sortation centers for home delivery.
- New Get Real on overpromising, underpromising, and customer satisfaction.
- Replaced Amazon CRM Get Real with story of CRM at Erazor Bits.
- Added problems that use order data to calculate fill rates (with supporting spreadsheet).
- Added new "Global Glasses Glitches" end-of-chapter case.

## Chapter 10: Sourcing and Supply Management

- Updated the opening vignette to include supply chain risk.
- New Get Real on French fry shortages at McDonald's in Japan.
- Updated the Get Real story on Takata airbags.
- New Get Real on sustainability issues in fashion at Lucy & Yak.

## Chapter 10 (continues)

- New Get Real on Sherwin-Williams decision to insource key ingredients.
- Updated supply management strategies and tactics.
- Added discussion of the importance of supplier diversity as a selection criterion and a new Get Real about the diverse ice cream company Creamalicious.

## Chapter 11: Logistics Management

- Added new learning objective (LO 11-8) regarding future state considerations for, and factors influencing, the logistics industry.
- Updated discussion on order processing to highlight its criticality as a first-step trigger for logistics processes.
- Updated the Get Real stories on Walmart's supplier order delivery window and Mobile Apps.
- New Get Real story on Toyota's inventory management strategy to tackle the computer chip shortage.
- Revised Transportation introductory section to highlight revised regulatory requirements and global state of the maritime sector and megaships.
- Updated the section on specialty carriers to reflect a more expanded view of the parcel industry and the influence of last-mile delivery startups like Shipt and Deliv.
- New Get Real story on the EverGiven megaship being stuck in the Suez Canal.
- Updated section on reverse logistics to emphasize the role of reverse logistics centers such as the one used by Acer America to support its remanufacturing processes.
- Added a new figure 11-5 to graphically illustrate the stepwise nature of primary warehouse processes.
- Expanded the sub-section on Order picking and packing to highlight the effect of e-commerce growth on changing order picking profiles.
- Updated introduction to Material Handling and Packaging section to highlight logistics role in
- Secondary and tertiary packaging functions.
- New Get Real on Ulta Beauty's partnership with Happy Returns to streamline the reverse logistics process.
- Added student activity about warehouse automation.
- Updated the section on Inventory costs as part of logistics network design considerations, to highlight its connections with Chapter 7's discussion on the square root law.
- Updated the section on facility location to highlight its connections to overall network deployment
- Strategy and total landed costs objectives.
- Replaced student activity on blockchains with one more focused on understanding the nature of the 3PL, 4PL, and LLP marketplace.

- Added a new section on Future Perspectives for the logistics industry.

## Chapter 12: Demand Planning: Forecasting and Demand Management

- Updated Get Real stories.

## Chapter 13: Sales and Operations Planning

- Added S&OP maturity model.
- Added discussion of planning technologies with accompanying student activity.
- Replaced Nintendo Get Real with Get Real on capacity planning for vinyl record production.
- Added discussion of labor shortages and availability as a planning constraint.
- Added new "Premium Foods COVID19 Pandemic Planning" end-of-chapter case on planning in a disruptive environment.

## Chapter 14: Materials and Resource Requirements Planning

- Better explained certain key concepts such as Action Buckets, Scheduling, and Due Dates (and how they are central to the MRP logic).
- Updated the material so that it better reflects current understanding of MRP logic.
- Discussed the evolution of MRP over time (beginning with MRP, and moving through Closed Loop MRP, Manufacturing Resources Planning, and ERP).
- Corrected problems in the chapter (e.g., Causal Manufacturing case).

## Chapter 15 and 15S: Project Management

- Updated opening Pixar vignette.

## Chapter 16: Sustainable Operations Management—Preparing for the Future

- Undergone a major revision to reflect developments now taking place regarding sustainability.
- Extended the discussion of the Triple Bottom Line to transit to ESG (Environmental, Social, and Governance).
- Updated the material to include a discussion of DEI (Diversity, Equity, and Inclusivity) initiatives - a factor now increasingly being observed in operations management systems today.
- Updated the discussion of sustainability standards to include the SASB standards.
- Included a discussion of how firms are now using sustainability as a corporate strategy.