



Syllabus

MBA 723-001: Supply Chain Management

Fall 2016

Course Instructor:	Professor Cheryl Druehl
Office:	Enterprise Hall 152
Telephone:	Office: 703-993-9760
Office Hours:	Before/after class by appointment
Email:	cduehl@gmu.edu
Course Meeting Times:	Tuesdays 6:30-10:05 pm
Course Meeting Place:	Fairfax, Mason Hall D001

<u>Course Materials:</u>	1) Course Reader available at Harvard Cases: 2) Articles from library 3) Readings on BB 4) Supply chain games
---------------------------------	--

Course Web Page: On Blackboard (BB) <https://mymasonportal.gmu.edu>

Course Description:

This course explores the key issues associated with the design and management of Supply Chains (SC), providing an overview of the concepts and decision processes in effectively managing the flow of goods, services, and information in a global environment. Firms today are procuring, producing, and selling globally, requiring ever increasing amounts of coordination within the firm and with supply chain partners. Technology has provided the ability to “see” the supply chain and share information with partners. Huge gains have been achieved by some firms, such as Wal-Mart and Dell, through supply chain innovations, thrusting the strategic as well as financial importance of the supply chain to the fore. This course provides an introduction to the concepts and methods of supply chain management, which involve the application of frameworks and mathematical modeling tools to supply chain management problems.

Prerequisites:

Admission to MBA program.

It is assumed that each student is familiar with EXCEL.

Program Learning Goals:

1. **Teaming & Leading:** Our graduates will demonstrate the team leadership and interpersonal skills needed to form, lead, and work effectively on diverse organizational teams.
2. **Analytical Decision Making:** Our students will demonstrate the ability to analyze uncertain complex management situations using appropriate tools, techniques and information systems for decision-making.
3. **Knowledge of Functional Business Disciplines:** Our graduates will demonstrate the ability to integrate knowledge from all functional areas of business into a meaningful firm-level perspective.
4. **Global Understanding:** Our graduates will demonstrate a perspective on how businesses operate in the global environment.

5. Communication Skills: Our graduates will demonstrate written, oral and presentations skills necessary to explain problems and solutions effectively and persuasively.
6. Ethics and Social Responsibility: Our graduates will have a sense of professional and social responsibility in the conduct of managerial affairs.

Specific Course Objectives:

Given the nature of the global economy, the purpose of this course is to assist students in developing an understanding of the issues, principles, tools and decision processes involved in designing and effectively managing an integrated global supply chain system. The course will synthesize supply chain and operations thinking. Students will be able to:

- Describe and explain fundamentals of supply chain management.
- Describe supply chain management best practices.
- Propose business solutions in written and verbal form for problems confronting supply chain managers.
- Utilize and apply analytical models to global supply chain design and management.
- Identify current issues in global supply chain management such as sustainability and risk management through cases and news articles.

Special Needs:

Any student with special needs should bring them to the instructor's attention no later than the second week of class. For students with any disabilities, please also contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS. For more information, please visit ODS's home page: <http://ods.gmu.edu/>

Attendance:

It is expected that each student be prepared for class including having prepared assigned material. In addition, it is expected that each student be in attendance at each class session. Missing classes and tardiness will negatively affect your class participation grade. Let the instructor and your teammates know in advance, should you have to miss a class.

Class Procedure:

The class consists of a mix of lectures, discussions, cases, and games. Students are encouraged to discuss their own work experience when relevant to the class material. Please bring and use your name tents for each class. Please read the assigned articles and chapters before class. In addition, there will be several case studies during the semester for which you should come fully prepared. See the section on case studies. This course includes both quantitative and qualitative content. Practice problems may be posted on BB periodically to enhance understanding of course materials. A solution will become available on course website in the following week. Problems will not be collected and graded. Students are encouraged to discuss their answers in small groups and/or to stop by office hours to assure full understanding of course materials.

Examinations:

At the end of the semester, there will be a take home final. The exam is cumulative; it will cover all course material.

Questions:

All students are encouraged to bring questions, concerns and comments to my attention as soon as they arise. *Please do not wait!* Once final grades are submitted, changes to grades will only be made to correct errors in tallying scores. In addition, there is a feedback section on BB under Discussion Board that allows anonymous comments to encourage your feedback.

BB Reading Questions:

Each week questions and problems based on the assigned reading(s) and (any) online lectures will be assigned. They are designed to give you valuable practice and enable your understanding of the quantitative techniques

and qualitative concepts used in supply chain management. Each week before class, an assignment will be posted on BB and is due by 6:30 pm each Monday. No late assignments will be accepted.

Homework:

There will be two homework assignments which will be practice math problems. Each student is responsible for learning and understanding the material and should be able to do these assignments **individually**. Assignments and later solutions will be posted on BB. Students are encouraged to stop by office hours or contact me to assure full understanding of course materials and assigned questions.

News Update:

Each week, one or more groups of two students (assigned previously) will present a news article related to supply chain management and the course. **The article must come from the last two weeks or the latest issue of the source (please use reputable sources)**. Each presentation should be about 5 minutes and the link and reference to the article (and slides if any) should be posted on the BB News Update Discussion Forum. The presentation should address the following: 1) why the topic is important from a supply chain perspective, 2) managerial significance, and 3) what the key learning points are. The ability to relate the article to class materials and clearly articulate the significance of the key learning points and quality of the presentation will determine the grade received for the presentation. It is important to relate class materials to the challenges facing business organizations currently.

Case Studies:

Case studies provide excellent hands-on opportunities for students to apply skills learned in this course, as well as others from your MBA. For each case you should read it, attempt the analysis and come prepared with your recommendation. I may cold call students to ask them to present solutions. In preparing a case, students may neither use notes from any sources (such as the Internet and previous classes) nor obtain help from anyone other than your classmates. For each case, I will post suggested questions to consider. Please answer the assigned questions in a report format. A report should include (but is not limited to) sections such as introduction, problem statement, case analysis, recommendations, and implementation issues. A good report would avoid extensive reiteration of case content and would thoroughly address each given question. A report may not be longer than 5 pages, 1 1/2 spaced, 12-point font. Format should be a report, not question/answer format.

Class Participation:

Class Participation is taken seriously. I expect all class members to come to class, be prepared, and to discuss the cases or material assigned. Class participation is a large part of your grade so please come to class prepared and contribute.

Supply Chain Games:

During the course we will play 2 online games. If you are not in class, you cannot participate in these games. Please note the dates on your calendar now.

The first, the **Beer Game** (online), has an individual deliverable due the day following the beer game. Write a 1/2 to 1 page summary regarding your experience. Specifics will be posted on BB. If you are not in class to participate, you cannot earn any points for the game.

The second game is the **Global SC game** (in course pack) and will be fast paced as we are playing it in class. During the game, you will fill out record sheets with justification for your decisions. Grades are based on profits, board member votes (in game), decisions, participation, and analysis. If you are not in class to participate, you cannot earn any points for the game.

Grading:

The course grade will be out of 100% as shown by the following breakdown. Your total weighted score determines your final letter grade. There will be no extra credit.

	Percentage
Resume and Picture	1%
Beer Game write up	4%
Weekly Reading Questions	10%
Individual Case Write ups (3)	30%
Homework (2)	10%
Class Participation	15%
News Updates	5%
Global Supply Chain Game	5%
Final	20%
<hr/>	
Total:	100%

GRADING SCALE: A = 90–100; B = 80–89.x; C = 70–79.x; F = 0–69.x. (+/- system used)

Course Schedule (Subject to Change)

CLASS	DAY	DATE	TOPIC	DUE	READING
1	T	8/16	Introduction to Supply Chain Management SC Drivers and Metrics 7-11 Japan Case	Resume and picture via BB by 8/16	Core Sections 1, 2.1-2.3 *The Triple A Supply Chain 7-11 Japan Case *Supply Chain Cash SC Drivers (on BB) *Understanding and Managing the Services Supply Chain
2	T	8/23	Review-Models for Inventory Management News Update Bring Laptop	Reading Questions on BB	Inventory Note (BB) Newsvendor Note (on BB) Pooling Note (BB)
3	T	8/30	Improving Responsiveness Forecasting Introduction to Crystal Ball	Reading Questions on BB	Forecasting Reading Core Section 2.5
4	T	9/6	Beautiful Bags Case Global Transportation and Distribution Bring Laptop News Update	Reading Questions on BB Beautiful Bags Case Analysis	Beautiful Bags How Fast Fashion Works: Can it Work for you too?
5	T	9/13	SC Contracts and Alignment Value of Information Beer Game Bring Laptop News Update	HW 1 Due Reading Questions on BB	Core Section 2.4 Supply Chain Coordination (on BB) *Aligning Incentives in Supply Chains
6	T	9/20	Supply Chain Relationships Lou Pritchett Case Outsourcing News Update	Reading Questions on BB Lou Pritchett Response	Lou Pritchett Case *Rewriting the Playbook for Corporate Partnerships Reading on BB
7	T	9/27	Global Supply Chain Networks Outsourcing/Offshoring News Update Globalization/Risk Management Bring Laptop	Reading Questions on BB Beer Game Response	Core Section 2.6-2.7 *Strategic Sourcing: From Periphery to Core *What it takes to Reshore Manufacturing Successfully *From Superstorms to Factory Fires Core Section 3.1
8	T	10/4	Global Supply Chain Networks Intel Case Total Cost News Update Bring Laptop	Intel Response Reading Questions on BB	*Smarter Offshoring Intel Case *Rethinking Procurement in the Era of Globalization Core Section 2.7
9	M	10/10	Columbus Day – Class meets on Monday Sustainable supply chains	HW 2 Due	*Reverse Supply Chains *Don't Tweak Your supply Chain
10	T	10/18	Supply Chain Game Bring laptop Wrap up	Reading Questions on BB	
			Take home Final Exam		

* Obtain articles from the library web site.

Where to find the chapters and cases:

Object	Where?
Core	Harvard course pack
7-11 Case Stanford GS-18	Harvard course pack
Beautiful Bags Darden Case UV6956-PDF-ENG	Harvard course pack
How Fast Fashion Works: Can it Work for you too? (IESE Article)	Harvard course pack
Intel Case Harvard 9-713-406	Harvard course pack
Lou Pritchett Case Harvard 9-907-011	Harvard course pack
Articles	From the library e-journal search, see below.

Article Information:

Understanding and Managing the Services Supply Chain, by Ellram, Tate and Billington, *The Journal of Supply Chain Management*, Fall 2004.

The Triple-A Supply Chain, by Hau Lee, *Harvard Business Review*, October 2004.

Supply chain cash-to-cash: A strategy for the 21st century, by Hutchison, P. D., Farris, M. T., & Fleischman, Gary M, C.M.A., C.P.A. (2009). *Strategic Finance*, 91(1), 41-48.

Reverse Supply Chains for Commercial Returns, by Joseph D. Blackburn, V. Daniel R. Guide, Jr., Gilvan C. Souza, and Luk N. Van Wassenhove. *California Management Review*, 46(2), Winter 2004.

Don't Tweak Your Supply Chain: Rethink It End to End, by Hau Lee, *Harvard Business Review*, October 2010.

Aligning Incentives in Supply Chains. By V.G. Narayanan and Ananth Raman, *Harvard Business Review*, November 2004.

Strategic Sourcing: From Periphery to Core, by Mark Gottfredson, Rudy Puryear, and Stephen Phillips. *Harvard Business Review*, February 2005.

What it takes to Reshore Manufacturing Successfully, by Willy Shih, *Sloan Management Review*, Fall 2014.

Smarter Offshoring, Diana Farrell, *Harvard Business Review*, June 2006

Rethinking Procurement in the Era of Globalization, by F. Den butter and K.A. Linse. *Sloan Management Review*, Fall 2008.

Rewriting the Playbook for Corporate Partnerships, by F. Asis Martinez-Jerez, *Sloan Management Review*, Winter 2014.

From Superstorms to Factory Fires: Managing Unpredictable Supply-Chain disruptions, *Harvard Business Review*, January-February 2014, by D. Simchi-Levi, W. Schmidt, and Y. Wei.

Academic Integrity

George Mason University shares in the tradition of an honor system that has existed in Virginia since 1842. The Honor Code is an integral part of university life. On the application for admission, students sign a statement agreeing to conform to and uphold the Honor Code. Students are responsible, therefore, for understanding the provisions of the code. In the spirit of the code, a student's word is a declaration of good faith acceptable as truth in all academic matters. Cheating and attempted cheating, plagiarism, lying, and stealing of academic work and related materials constitute Honor Code violations. To maintain an academic community according to these standards, students and faculty must report all alleged violations of the Honor Code to the Honor Committee. Any student who has knowledge of, but does not report, an Honor Code violation may be accused of lying under the Honor Code. All students are expected to adhere to this code. All acts of academic dishonesty will be dealt with in accordance with the provisions of this code. For more information on the University's Honor Code, please visit <http://catalog.gmu.edu/content.php?catoid=22&navoid=4792>.

For practical purposes, the meaning of the code for this class is:

- Cheating on exams is not allowed.
- Case, project, and simulations comprise original ideas from the team members. No use of Internet or previous semester(s) papers/presentations.

Safe Assign:

In order to develop student writing skills, and teach students more about plagiarism, SafeAssign will be used in this class. Students are expected to submit their assignments to SafeAssign prior to submitting their assignments to the professor.

Emergency Preparedness:

As part of our commitment to maintaining a safe learning environment, I ask that you be familiar with the basic emergency response procedures for a variety of situations including severe weather, medical emergencies, and workplace and campus violence. Please review the Emergency Preparedness Guides (http://ehs.gmu.edu/guides_EP.html). You are strongly encouraged to register your mobile phone to receive emergency notifications from Mason Alert (alert.gmu.edu). In the event of a campus emergency, you would receive instructions on how to respond.

Campus Closure:

In the case the university is closed (for snow for example), we will have an online class using the Collaborate Function in BB. Please logon to BB and check your email for further information in case campus is closed during our class time.

Other books/articles in which you may be interested:

1. "Outcome Driven Supply Chains" *Sloan Management Review*, Winter 2010.
2. "The Threat of Global Gridlock", by George Stalk, Jr. *Harvard Business Review*, July-August 2009.
3. "A Supply Chain View of the Resilient Enterprise" By Yossi Sheffi and James Rice, *Sloan Management Review*, 47(1), Fall 2005.
4. Strategic Logistics Management by D.M. Lambert and J.R. Stock.
5. The Management of Business Logistics by J.J Coyle, E.J. Bardi and C.J. Langley.
6. Logistical Management by D.J. Bowersox, D.J. Closs, O.K. Helderich.
7. Business Logistics Management by Ronald H. Ballou
8. Inventory Management and Production Planning and Scheduling by Edward A. Silver, David F. Pyke, and Rein Peterson
9. Clock Speed by Charles H. Fine
10. Mass Customization by B. Joseph Pine
11. Markets of One by James H. Gilmore and B. Joseph Pine
12. Towards a Better Supply Chain by Charles C. Poirier
13. Time Based Competition by Joseph D. Blackburn
14. Competing Against Time by George Stalk, Jr. and Thomas H. Hout
15. Cradle to Cradle by William McDonough and Michael Braungart
16. The Goal by Eli Goldratt
17. The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage by Yossi Sheffi
18. Force of Nature: The Unlikely Story of Wal-Mart's Green Revolution, by Edward Hume.