COURSE DESCRIPTION
Supply Chain Management involves the flows of materials and information among all of the firms that contribute value to a product, from the source of raw materials to end customers. We will integrate issues from marketing (channels of distribution), logistics, and operations management to develop a broad understanding of a supply chain. By taking a strategic perspective, we will focus on relatively long-term decisions involving the investment in productive resources, configuration of processes, product designs, and development of partnerships with suppliers and channels of distribution.

COURSE OBJECTIVES:
The course seeks to both improve your understanding of SCM strategies and enhance your analytical skills. The course will present several analytical techniques which would aid you in making decisions in the real world. In the meanwhile, the course will introduce you various aspects, issues, and initiatives in Nowadays business operations. At the end of this course, you should have:

- The understanding of the importance of operations strategies and the challenges;
- Developed an appreciation for the major strategic issues and trade-offs in supply chain management;
- Acquired analytical capability to uncover problems and improvement opportunities in supply chain management and recommend improvement along the dimensions of efficiency, quality and speed, and improved team-work capability to cooperate with others to solve business operations problems in supply chain management.

COURSE MATERIALS:
(preferred)

In addition to the required text, the majority of the course will be focused on current events evaluated through the reading of case studies, comprehensive articles and other assigned readings.

Check Blackboard (blackboard.rutgers.edu) and your official Rutgers email account regularly.

Prerequisites: None.

Teaching Method:
The teaching method will be a combination of seminar-type lectures and discussions, case work, and individual research. The lecture will cover the assigned topic, but will not necessarily cover the material as presented in the text. Lectures, class discussions and in-class exercises are not designed to reiterate the textbook, articles and/or other handout materials, especially with regard to presentation. You are expected to attend all classes and to be prepared to discuss and/or apply assigned readings.

TEAM CASES
Each team is assigned two team cases. The teams are expected to turn in an executive summary not exceeding 4 double-spaced pages for each of these cases. Problem calculations, computer outputs, exhibits, figures, etc. may be attached to support your analysis. Cases should be submitted online before class on the day that we discuss the case. Each team will also make a 20 - 25 minute presentations of the assigned cases as indicated in the schedule. A short class discussion will follow the group presentation. All students are expected to prepare for the case discussions. In addition, all students will turn in a group evaluation form at the end of the course. Those students who did not contribute adequately to the group projects will receive lower case and report grades.

EXAM/QUIZZES DATES AND POLICIES
There are 4 Quizzes in this course (all “multiple choice” questions). These quizzes will be closed books (no notes, no Internet).

REPORT
Each group will turn in a 5-10 page report on the supply chain strategy for a company. I prefer that you write the report on a company for where at least one of your group members is employed. Topics are expected to be confirmed by next session. A preliminary proposal will be due midway during the course, and the final report will be due at the end of class. On the final day of class, each group will give a presentation of the findings from their report.

ACADEMIC INTEGRITY
Students are responsible for understanding the RU Academic Integrity Policy (http://academicintegrity.rutgers.edu/files/documents/AI_Policy_2013.pdf).

ATTENDANCE AND PREPARATION POLICY
- Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Blackboard as far in advance as possible. If you are to be absent, report your absence in advance at https://sims.rutgers.edu/ssra/. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency and you seek makeup work; also send me an email with full details and supporting documentation.
- For weather emergencies, consult the campus home page. If the campus is open, class will be held.
- Expect me to arrive on time for each class session. I expect the same of you.
- Expect me to remain for the entirety of each class session. I expect the same of you.
- Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved. You cannot learn if you are not paying attention.
GRADING POLICY
Course grades are determined as follows:

- Case study 15%
- Class attendance and participation 10%
- Quiz 1 10%
- Quiz 2 10%
- Quiz 3 10%
- Report 30%

Final grades will be based on overall percentages:

- A (96-100), A- (90-95), B+ (87-89), B (80-86), C+ (77-79), C (70-76), D+ (67-69), D (60-66), F (Below 60)

- Anticipated Grade posting date: May 10th

SUPPORT SERVICES
If you need accommodation for a disability, obtain a Letter of Accommodation from the Office of Disability Services. The


https://ods.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/

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<tr>
<th>Week 2</th>
<th>Gateway and Apple (1); The Demise of Blockbuster (7)</th>
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<td>Week 3</td>
<td>7-11 Japan, Financial Statements for Walmart and Macy’s (3), Blue Nile &amp; Diamond Retailing (5)</td>
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<td>Week 4</td>
<td>SportsStuff.com (8); BioPharma (7), Forever Young</td>
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<td>Specialty Packaging Corp. (2), Kloss Planters and Harvesters (2)</td>
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<td>Mintendo, Promotion Challenges at Gulmarg Skis</td>
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<td>Week 8</td>
<td>MoonChem (3), Pricing and Delivery at KAR Foods (6)</td>
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<td>Week 10</td>
<td>ALKO Case Study; Postponement Case Study; The Need for Speed at Winner Apparel</td>
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<td>Week 11</td>
<td>Ch. 14-Ch. 15: China Imports (8); Michael’s Hardware; The Future of Same-Day Delivery (1)</td>
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<td>Week 12</td>
<td>Ch. 16 To Savor or to Groupon?</td>
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<td>Week 13</td>
<td>Study the CSR (6) reports for a couple of firms: the Starbucks 2014 Global Responsibility Report; the Walmart 2014 Global Responsibility Report</td>
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<tr>
<td>Date</td>
<td>Topics, Reading, Areas of Focus</td>
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| Week 1  
Jan 17 | Why is strategic supply chain management important? Introduction to SCM Principals and Strategies; Customer Perspectives. Chopra and Meindl: (Chapters 1 - 3) | Form 3-Student teams, Complete Team Charter; Select team cases and a SCMS subject for a Class team project. Discussion Article “The Triple A Supply Chain” |
| Week 2  
Jan 24 | The Nature of firms, evolution of Supply Chain. Supply Chain Drivers and Metrics; Financial Impacts; Chopra (Chapters 3 & 4) | Team project selection confirmation, Team presentations. *Gateway and Apple* (1); *The Demise of Blockbuster* (7) |
| Week 3  
Jan 31 | Design and development of Distribution Networks and application to online sales. (Chapters 4 & 5) | Project Proposal and Discussion; Team presentations. |
| Week 4  
Feb 7 | Network Design in the Supply Chain (Chapter 6) “What must be considered when designing a Supply Chain (domestic vs. global)?” | Quiz 1 (Weeks 1, 2 and 3 material) In Class Discussions and activities |
| Week 5  
Feb 14 | Planning and Coordinating Demand and Supply (Chapter 7) | Team presentations; In Class Discussions and activities |
| Week 6  
Feb 21 | Aggregate Planning in a Supply Chain (Chapter 8) | Team presentations; In Class Discussions and activities |
| Week 7  
Feb 28 | Major barriers faced by SC networks in North America (Ch. 9-10) Sales and Ops Planning. | Quiz 2 (Weeks 4, 5 and 6 material) Team presentations; In Class Discussions |
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<tr>
<th>Week 8</th>
<th>Mar 7</th>
<th>Coordination in SC, Managing Economies of Scale (Ch. 10-11)</th>
<th>Team presentations; In Class Discussions and activities</th>
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<tr>
<td>Week 9</td>
<td>Mar 14</td>
<td>Spring Break *** No class</td>
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<td>Week 10</td>
<td>Mar 21</td>
<td>Managing Uncertainty in a SC; Determining the Optimal Level of Prod. Availability (Ch. 12-13)</td>
<td>Team presentations; In Class Discussions and activities</td>
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<td>Week 11</td>
<td>Mar 28</td>
<td>Transportation and Sourcing (Chapters 14-15)</td>
<td>Team presentations; In Class Discussions and activities</td>
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<td>Week 12</td>
<td>Apr 04</td>
<td>No lecture</td>
<td>Quiz 3 (Week 7, 8, and 10 material)</td>
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<td>Week 13</td>
<td>Apr 11</td>
<td>Pricing and revenue management in a Supply Chain. Understanding managerial levers, hidden costs, and the impact of promotions and discounts. “How are pricing decisions made on all levels of the Supply Chain?” IT in SC. (Ch.16)</td>
<td>Team presentations; In Class Discussions</td>
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<td>Week 14</td>
<td>Apr 18</td>
<td>Managing variability within a Supply Chain network. “How does a Supply Chain adjust for change?” Sustainability and SC (Ch. 17)</td>
<td>Team presentations; In Class Discussions and activities</td>
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<td>Week 15</td>
<td>Apr 25</td>
<td>Final Project Package Due, Team Presentations</td>
<td>Quiz 4 (Week 11, 13, and 14 material)</td>
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<td>Week 16</td>
<td>May 2</td>
<td>Final Project Package Due, Team Presentations</td>
<td>(If needed)</td>
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