

**Supply Chain Management**  
**Course Number: 22:799:610**  
**Course Title: Supply Chain Management Strategies- Masters of Science**

## **COURSE DESCRIPTION AND OBJECTIVES**

This course provides a broad overview of key supply chain strategies, issues and challenges. Successful supply chain management requires cross-functional integration of key business processes within the firm and across the network of firms that comprise the supply chain. The challenge is to determine how to successfully accomplish this integration. Other topics covered include the management aspects of logistics networks, forecasting, inventory management, supply contracts, strategic alliances, supply chain integration and design, procurement and outsourcing, customer value, international issues, and a quick review of supply chain software. Case studies, supplemented with a Supply Chain Simulation are used to illustrate the issues discussed in lectures.

- Provide a broad overview of key supply chain strategies and critical decisions for managing an effective and efficient supply chain.
- Understanding of the essential processes of supply chain management and their interrelationships within individual companies and across the supply chain.
- Understanding of tools and techniques useful in implementing supply chain management.
- Understanding of how supply chain management affects the financial performance of the firm, its customers and its suppliers.
- Improve critical thinking and teamwork through the use of real life case studies and simulation game.

### ***Course Format:***

The course will consist of a combination of readings, lectures, case discussions, and a supply chain simulation. One or more textbook chapters will be covered each week (see schedule below). Sessions are accompanied by assigned reading materials from the text and other handouts. The text serves as background information for lecture and casework. Students are expected to read the corresponding chapter before each lecture.

---

## **COURSE MATERIALS**

### ***Textbook:***

[Douglas M. Lambert Supply Chain Management: Processes, Partnerships, Performance, 4th edition, 2014](#)

**Cases:**

You must purchase the course-pack at Harvard Business Publishing using the link here .

---

## **LEARNING GOALS AND OBJECTIVES**

### **Supply Chain Management knowledge**

- Mastery of fundamental supply chain management concepts.
- Ability to integrate and apply supply chain management concepts to resolve business problems.

### **Ethical judgment**

- Recognition of ethical dilemmas in decision-making scenarios.
- To critically evaluate business decision-making scenarios and develop innovative and ethical solutions.

### **Global perspective**

- An understanding of global and diverse business environment.
- Ability to participate in culturally and demographically diverse environment.

### **Persuasive communication**

- Students will be able to communicate information in a clear concise manner.
  - Students will be able to communicate relatively complex ideas in an understandable manner.
- 

## **CLASS STRUCTURE**

**Learning Management System:** Canvas <https://canvas.rutgers.edu/>

### **Class Policies:**

- The professor retains the right to make changes to the syllabus during the semester.
- Updates to the syllabus, assignments, class cancellations, as well as important announcements will be posted on Canvas. It is the student's responsibility to check Canvas regularly.
- Final course grades are final. Changes will only be made if there is a mistake in the calculation of the final grade.
- Accommodating students with special learning needs: In accordance with the university policy, students with documented sensory and/or other learning disabilities should inform the professor, so that their special needs may be accommodated.

- Make-up exams are not automatically granted. If you know that you will miss an exam you are required to inform the professor and drop the class.

---

## 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](http://business.rutgers.edu/ai) for more details.

---

## CODE OF PROFESSIONAL CONDUCT

Rutgers Business School is recognized for its high-quality education. To that end, maintaining the caliber of classroom excellence requires students to adhere to the same behaviors that are expected in professional career environments. These include the following principles:

### Discussion and Correspondence

- Each student is encouraged to take an active part in class discussions and activities. Substantive dialogue requires a degree of mutual respect, willingness to listen, and tolerance of opposing points of view. Disagreement and the challenging of ideas must happen in a supportive and sensitive manner. Hostility and disrespectful behavior will not be tolerated.
- In both correspondence and the classroom, students should demonstrate respect in the way they address instructors. Students should use proper titles in addressing instructors unless there is an explicit understanding that the instructor accepts less formal address. Similarly, appropriate formatting in electronic communication, as well as timely responsiveness, are all expectations in every professional interaction, including with instructors. Everything said and written should demonstrate respect and goodwill.

### Misappropriating Intellectual Property

- Almost all original work that is available to you is subject to claims of copyright by its creators or copyright holders. These copyright holders may include publishers, authors, professors, the University, RBS, and in some cases, your fellow students. The protected materials may include but are not limited to syllabi, recorded lectures, PowerPoint presentations, and other recorded, printed, or electronically stored media. These materials are only limited to completing the requirements of the class.

- Unauthorized use includes such things as copying, sharing, forwarding, selling, renting, online posting, publication, or any other form of distribution of these materials without the written permission of the copyright holder. Such misconduct may potentially subject you to disciplinary action by the University, significant civil penalties, and even severe criminal sanctions.
- For more instructions on copyright protections at Rutgers University, please refer to the [Rutgers Libraries](#).

Rutgers Business School is committed to the highest standards of integrity. We value mutual respect and responsibility, as these are fundamental to our educational excellence both inside and outside the classroom.

**Further Information:**

- For the complete Academic Integrity Policy: <http://academicintegrity.rutgers.edu/academicintegrity-policy/>
- The Disciplinary Process: <http://academicintegrity.rutgers.edu/academic-integrity-disciplinaryprocess/>
- Resources for students: <http://academicintegrity.rutgers.edu/resources-for-students/>

**ASSIGNMENTS**

*Case Analysis:*

Case discussions are used develop critical thinking skills around Supply Chain Management strategies. If you are not familiar with how to analyze and discuss business cases, I recommend you take a look at *The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases* by William Ellet.

**For each discussion, to receive full credit:**

- Post your answer to the discussion question(s) in the thread
- Comment on at least one of your classmates answers'
- If a classmate commented on your post, you must respond.
- Do both in accordance with the learning goal above (persuasive communications).
- You have the option to contribute in either written, audio, or video format.

*Exams:*

There will two essay-based exams that cover all the material up to the date of the exam. This semester I will use a new system for administering exams. Thus, you will not need to set up local proctoring appointments. More information to follow soon.

Make-up exams are not encouraged and notification must be given BEFORE the exam in a written form. Otherwise a make-up exam will not be allowed and the student receives no credit for the exam.

**Simulation:**

The Fresh Connection Supply Chain Management Simulation is a sophisticated, team-based, competitive simulation. It encompasses all major supply chain tiers: from suppliers, manufacturers, distributors, retailers, to end-users. Each team is responsible for managing procurement (purchasing/sourcing), manufacturing, distribution, warehousing, transportation, customer service, information technology and forecasting. Traditional financial statements, operating reports, and research studies provide an information-rich environment. Performance on this assignment is measured via team-based reports, and a discussion with the instructors at the end.

1. You must build a team (of your own choosing - no more than five) and let me know by the end of week 2.
2. At the end of the simulation you must submit a group paper reviewing your performance (more about that later).

---

**EVALUATION**

<b>Category</b>	<b>Percent Points</b>	
Case and Readings		
	20%	80
Analysis		
SCM Simulation	20%	80
Assignments	10%	40
Exams (Midterm and 25%		100
Final)	each	each
<b>Total</b>	<b>100%</b>	<b>400</b>

Final grade will be based on the final scores. Throughout the semester, grades will be posted on the class website on a regular basis. Please review the postings and communicate with me if there are any discrepancies. Point totals are **NOT** rounded up at the end of the semester.

<b>Grade</b>	<b>Points</b>
A	400-377
A-	376-361
B+	360-349
B	348-337
B-	336-321
C+	320-309
C	308-293
C-	292-281
D	280-241
F	240-0

## COURSE SCHEDULE

Class/ Week	Topic	Readings	Case/Readings	SCM Analysis	Assignments
1	Introduction to SCM and the class	1. Supply Chain Management	1. Crocs		
2	Customer Relationship Management	2. Customer Relationship Management	2. CMR Enterprises	finalize teams	CMR Enterprises
3	Customer Relationship Management	3. Supplier Relationship Management	3. United Technologies	pick company	
4	Customer Service Management	4. Customer Service Management	4. CVS	customer relations	CVS
5	Demand Management	5. Demand Management	5. Henkel	supplier relations	
6	Order Fulfillment	6. Order Fulfillment	6. MTC Case (available on Canvas)	customer service	
7	Manufacturing Flow Management; Lean Thinking	7. Manufacturing Flow Management 8. Lean Thinking and SCM	7. ECCO	demand management	
8	Product Development and Commercialization; Returns Management	9. Product Development and Commercialization 10. Returns Management	8. Nypro	order fulfillment	
9	Mid-term Exam				
10	SCM Tools	11. Implementing the SCM Processes 12. Mapping for SCM	9. Right Supply Chain? 10. Triple-A SC	manufacturing flow	

11	Partnerships in the Supply Chain	13. Developing and Implementing Partnerships	11. Supply Chain Control Business 12. Competitive Potential of SCM	product development	Article Review #1
		14. Collaboration Framework			
12	Co-Creating Value and Setting Service Levels	15. SCM Performance Management 16. Value CoCreation	13. Don't Tweak – Rethink 14. 6 Forces 15. Competitive Potential	returns management	
13	Supply Chain Finance		16. Supply Chain Financing 17. Supply Chain Finance at BPC (optional/ make-up case discussion)		Article Review #2
14-15	Final Exam			SCM Analysis Paper	

---

## SUPPORT SERVICES

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](http://ods.rutgers.edu).

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

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

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

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

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

### **Questions, Concerns, and Complaint Procedures**

If you have any questions, concerns, or complaints, please contact me immediately and directly. You will not be penalized for doing so. I will endeavor to answer your question or resolve the issue to the best of my ability as quickly as possible. There might be a time when you feel that you are unable to

communicate with me directly about something. If that is the case, please contact the department vice-chair, Prof() at (). Prof. () is responsible for addressing student grievances in the department, and he will contact me about the matter. Your identity will be protected if you request that it be so.