COURSE DESCRIPTION

This course builds upon academic Supply Chain Management learning by working on “real life” supply chain management projects proposed by our Rutgers Center for Supply Chain Management Advisory Board companies and other corporate partners. This class is designed to help you prepare for the work world.

Students in this course will be assigned to project teams that must identify and understand the key issues, formulate models, complete analyses, and apply Supply Chain Management and other business course learnings to solve real-world problems. Project management methodologies are applied to enable the project team to manage the engagement.

Projects change each semester depending on the current requirements of the clients, but always focus on specific business issues within the supply chain. Depending on the project, client visits may be required to better understand the project scope and objectives, meet with key stakeholders and develop workable solutions.

The culmination of the project will be a formal presentation to the Client and their management team along with delivery of a final report. The presentation and report will include the Rutgers team approach, data analysis, findings and recommendations.

Projects cover a wide range of topics including:

**Strategic Sourcing**  
- Logistics management  
- Supplier Relationship Management  
- Customer Relationship Management

**Demand forecasting models**  
- Transportation optimization  
- Inventory management  
- Sales & Operations Planning

The projects may be sponsored by top companies such as:

- Johnson & Johnson  
- Coca-Cola  
- JB Hunt  
- UPS  
- Dell  
- PSEG  
- RWJ Barnabas Health  
- Reckitt Benckiser  
- Bristol-Meyers Squibb  
- Bayer HealthCare  
- Panasonic  
- Verizon

**Course Materials**

No formal text books are required though the course will be supplemented with material appropriate to the particular project and industry as well as skills development in analytics as well as presentation, communication, project management and team building techniques.

**Blackboard:** will be used to post assignments, course materials and grades. (blackboard.rutgers.edu) Check your official Rutgers email account regularly for class announcements.
Learning Goals and Objectives

This course is designed to help students develop skills and knowledge in the following area(s):

- **Knowledge.** Students will have broad understanding of basic business theory and practice and deep understanding of theory and practice in the field of supply chain analytics.

  **Students who complete this course will demonstrate:**

  a. knowledge of current concepts in analytics for supply chain management.
  b. knowledge of current advanced concepts in supply chain management and an ability to integrate and apply these concepts to practical business problems.
  c. proficiency at using current software tools and information systems to manage business data and address practical business problems.
  d. ability to apply appropriate quantitative methods to analyze business data, and to apply quantitative modeling techniques to analyze business plans and decisions.

- **Ethical judgment.** Students will use reasoned and ethical judgment when analyzing problems and making decisions.

  **Students who complete this course will demonstrate:**

  a. An ability to critically evaluate unstructured business decision-making scenarios and develop innovative and ethical solutions.
  b. Be able to recognize ethical dilemmas in unstructured business decision-making scenarios.

- **Effective communication.**

  **Students who complete this course will demonstrate:**

  a. Ability to construct clear, concise, and convincing written business communication.
  b. Ability to construct and deliver clear, concise, and convincing oral communication.

*Students develop these skills and knowledge through the following course activities and assignments:*

- **Lectures.** Class lectures include a slide deck presentation of the material to transfer the supply chain knowledge to the students augmented by video and other in class activities. Lectures make use of practical examples from business and industry along with interactive group exercises to help ensure thorough comprehension of the material.

- **Group Project/Presentation.** Students in this course will be assigned to project teams that must identify and understand the key issues, formulate models, complete analyses, and apply Supply Chain Management and other business course learnings to solve real-world problems. Project management methodologies are applied to enable to project team to manage the engagement. Students complete a final project report, formal presentation to the client and must maintain a project binder of all project related documentation.

- **Project Team Participation.** Students must participate with team members and are accountable for the timeliness of submitting individual assignments, attendance at
team meetings, conference calls and presentations, and overall contribution to the project.

**Teaching Method**

Students develop these skills and knowledge through working on student consulting teams assigned to a specific company sponsored project. There are also several formal class sessions during the semester that are required to cover project management, presentation and communication skills. Faculty members whose expertise lies in a particular area are available to assist students with complexities of the projects. The professor is the team advisor, mentor and a key resource for a successful project. Each project team will meet each week with the professor to review project progress, status, achievements and challenges.

**Prerequisites**

As the capstone course, students should have taken the majority of the MS Supply Chain Analytics major required courses before this course so knowledge learned can be applied.

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**ACADEMIC INTEGRITY**

_I do NOT tolerate cheating._ Students are responsible for understanding the RU Academic Integrity Policy ([http://academicintegrity.rutgers.edu/files/documents/AI_Policy_2013.pdf](http://academicintegrity.rutgers.edu/files/documents/AI_Policy_2013.pdf)). I will strongly enforce this Policy and pursue _all_ violations. On all examinations and assignments, students must adhere to the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” Don’t let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details. All written assignments must be your own, and references to others’ work (including charts, tables, graphs, etc.) must be appropriately cited.

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**ATTENDANCE AND PREPARATION POLICY**

Students are expected to attend all classes and team meetings and participation is part of your overall grade. Classes and meetings will start on time. Please be prompt and remain for the entirety of each session. If you are to be absent for a class or weekly professor meeting, report your absence in advance via [https://sims.rutgers.edu/ssra/](https://sims.rutgers.edu/ssra/). Do not send me an email to advise me of your absence. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send me an email with full details and supporting documentation within 3 days of your first absence. 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 the campus is open, class will be held. For weather emergencies, consult the campus home page. Official University and/or Campus closings are listed on the Rutgers University website at [www.rutgers.edu](http://www.rutgers.edu)

Expect me to arrive on time and prepared for each class session. I expect the same of you. Complete all background reading and assignments. Your learning is enhanced if you are prepared and paying attention in class. The minimum expectation is that for each class session, you have prepared by studying for at least twice as many hours as the class time.
CLASSROOM CONDUCT

- **Computers**: Utilizing laptops, tablets, etc. during class is only permitted to take notes.

- **Cell Phones**: Please silence your phones before class. If you must take an urgent phone call during class, exit the room quietly and quickly to minimize disruptions. No texting during class.

- **Recording Lectures**: All unauthorized recordings of class lectures/discussions are prohibited. Recordings to accommodate the needs of individual students must be approved in advance, for personal use during the semester only. Redistribution of approved recordings is prohibited.

- **Questions**: Questions and student interaction is highly encouraged. If you have a question it is likely that other may have the same question as well, so please ask me during class (or after class if necessary) and I will do my best to provide an answer.

EXAM DATES AND POLICIES

There are no exams in this course. Your grade is based on your participation and contribution to the success of your project team in addressing the client project. Surveys are collected from the client and team members as input to the final grade determined by the professor.

**GRADING POLICY**: *Course grades are determined as follows*

**34%  Classwork, Work on project and Project Team contribution.**

Grade is based an individual’s attendance and participation in class and team meetings with the professor along with timely and accurate completion of assigned work. Grade is also impacted by the individual’s contribution and participation on their assigned team’s project including, attendance at team meetings, conference calls and presentations. A peer survey will be collected from every team member. This anonymous individual peer feedback survey will be collected by the professor as input into the final grade.

**66%  Project Solution Development, Final Report and Presentation**

This is based on direct Industry Client feedback and satisfaction as well as the professor’s overall project evaluation. Client feedback via survey will be used as an input into the final grade.

- A final project presentation will be made to the Client along with a written report. This report will include the project charter, scope, team approach, findings, supporting documentation and formal recommendations. The report must be provided at the final Client presentation meeting in both hard copy and an electronic copy.
- A project binder must be provided to the professor at semester end and include the following:
  - The final written report and presentation
  - The final agreed and signed requirements document.
  - The Project Plan.
  - Weekly status reports, meeting minutes, conference call reports, project work papers and supporting documents
100% Total

The Professor makes the final grade decision based on his/her interactions, observations, evaluations and consideration of input received.

Note: Numeric grades converted to Alpha Grades as follows:

- 100 – 76.99
- 89.00 – 69.99
- 86.99 and Lower
- 79.99

Team Project Assignments and Analysis

Team assignments will be made by the Professor. If a student strongly desires to be placed on another team, that will be allowed only if a member from another team volunteers to switch teams with the student requesting such a change. No team changes will be allowed after the second class. Teams will be provided a written Project Proposal Request, which describes the project. This is to be considered a starting point as the teams will have to speak with the Client and define a clear project objective and Scope. A Project Requirements Document will be produced which must be signed by the client and the professor. This must be completed in the first two weeks of class in order to meet the final deadlines.

You represent Rutgers University as well as yourself when interacting with the client and other industry professionals. Be professional at all times when meeting with the client. Wear proper business attire (e.g. no blue jeans, shorts) for all in person client meetings, arrive early for all meetings and conference calls. Our Industry partners are very busy executives and are important to us so treat them with respect.

SUPPORT SERVICES

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines. If the documentation supports your request for reasonable accommodations, your campus’s disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form.

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 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 – New Brunswick: http://health.rutgers.edu/]

If you are in need of legal services, please use our readily available services: http://rusls.rutgers.edu/

If you are in need of additional academic assistance, please use our readily available services. [Rutgers University-New Brunswick Learning Center: https://rlc.rutgers.edu/]

Class Schedule

We will normally not meet every class as a group, however, each project team will meet each week with the professor to review project progress, status, achievements and challenges. You must keep the formal class time reserved to attend sessions as organized by the professor.

This course requires significant outside of class time for team meetings, client meetings, research, client site visits and presentations.

- **The first two weeks** will focus on team assignments, expectations and actions necessary for a successful project. Project management, presentation skills, team building and client engagement topics will be explored.

- **Mid-term group project review** will be scheduled with each team to assess the status of each team’s project so the Professor and other students can provide feedback and make adjustments as necessary. An Executive Summary Presentation is to be created for this review. All Project Team Members are to participate in the presentation/discussion.

- **Final presentation** trial run will be made to the entire class prior to the final presentation to the Client. All Project Team Members are to participate in the presentation & discussion.

- **Weekly Team Meetings** with all project team members are required to review the project status, make necessary assignments, review & analyze data, draw conclusions and make recommendations. A student scribe must be assigned for each weekly meeting to ensure that the meeting minutes are recorded, with all action items captured and documented.

- **Weekly Conference Calls** with the Client are required. All project team members are to attend (if possible). A student discussion leader and a student scribe must be assigned for each weekly conference call to ensure that the calls are efficient for both students and clients, with all action items captured and documented. These tasks can be shared throughout the semester if desired.

- **Weekly Team Project Status Report** must be completed and posted on Blackboard.

- Each Project Team will make a **Final Project Presentation** to the Client near the end of the semester prior to the start of final exams. These presentations normally take place at the Client’s location. A formal written **Final Report** will also be provided to the client at this time.

**Note Mandatory Class Attendance in Red.**

- **01/16/18**, Kick-off the course, review the syllabus and course requirements, discuss the projects and companies, discuss client management, sign confidentiality agreement

- **01/18/18**, form project teams, assign roles, team building activities, internal team meeting schedules (with and without the professor). Establish contact with client to introduce team.

- **01/23/18**, Project management processes, establish client conference call schedule Presentation skills training, final instructions to start projects

- **02/27/18**, In class review of each team’s project. Teams are to prepare a short Power Point addressing Project Requirements and Deliverables, Project Plan and Milestones, tasks completed, problems identified and actions taken to address challenges. All teams
and team members must attend to gain insights and provide feedback to fellow students.

- **04/17/18 & 04/19/18**, Final team presentation “Dry Run”, each team will be scheduled based on final client presentation date. This is a practice run of the presentation to your Client. Feedback from the Professor and other teams will be provided. **All teams and team members must attend all sessions to gain insights and provide feedback to fellow students.**

- **April 23rd through May 2nd** Final presentations with Clients (at their location if possible). **Project binder including final report, presentation and all team documents are to be submitted to the professor the day of the final presentation. All confidential information is to be deleted / destroyed once the project is closed.**

*The instructor reserves the right to make changes to the syllabus during the semester.*