COURSE DESCRIPTION

This course links supply chain management to the financial systems and objectives of any organization that participates in global supply chains. It emphasizes how the supply chain creates value for firm shareholders, and other stakeholders affected by the global supply chain participants' operations. It also introduces supply chain risk management concepts and techniques by linking the physical and financial networks in global supply chains. Among the topics explored are supply chain finance as a driver of shareholder value, working capital management, financial evaluation of supply chain decisions, real options, transfer pricing, risk management through financial hedging (as opposed to physical hedging by building supply chain agility and robustness).

COURSE MATERIALS

Readings

The readings are shown in the tentative syllabus under each class.

Prerequisites

None.

TEACHING METHOD

The case study method of teaching will be used as much as possible in this course, and class participation will be heavily factored in the course grade. Students will be expected to have studied all materials and be prepared for discussion of assigned case(s) before each class. Short quizzes on assigned cases will be posted on Blackboard for the students to answer, and be graded on, several days prior to each class, if appropriate. Quizzes will also serve to motivate students to study the materials in a way that will best prepare them for meaningful class participation. Quizzes on other readings, homework assignments, and other materials will also be posted on Blackboard. Some classes may have guest lecturers presenting specials topics of interest, and additional visual materials and demos may be shown in some classes.

Students should be enrolled in Blackboard to access the posted materials. The URL is: http://blackboard.rutgers.edu. The initial Blackboard login and password are the same: initials (two letters) followed by the last 4 digits of the Social Security Number. It is a good idea to change the password in the first login session...

GRADING
Class participation during case study discussions, and pre-discussion quizzes will factor significantly into the final grade. In addition, there will be homework assignments and a term project with class presentation. There will be no final examination. Grade weights are shown below. These weights are tentative and may be changed later.

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<tbody>
<tr>
<td>Class participation in case study discussions:</td>
<td>40%</td>
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<tr>
<td>Quizzes on case studies and other readings:</td>
<td>15%</td>
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<tr>
<td>Homework assignments:</td>
<td>15%</td>
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<tr>
<td>Term project write-up and presentation</td>
<td>30%</td>
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<td><strong>TOTAL:</strong></td>
<td><strong>100%</strong></td>
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**HOMEWORK ASSIGNMENTS**

Homework assignments should be submitted in typed form using a word processor. Be sure to put your name and contact information (email and optional phone) on all homework submitted. Team work on homework is **not** allowed.

Assignments are due a week after the date of distribution, unless otherwise stated. Penalty for late submission is 20% of the points allocated to the assignment. Unless a documented reason is produced for unusual circumstances, late submissions will not be accepted more than a week late.

**TERM PROJECT**

A small term project on an SCF–related topic is part of the course. For the project work only, students may team up into groups of up to 3 members. Each project team will give a brief presentation in class of about 20 minutes (including 5 minutes for discussion and Q&A). More project information, including suggested outline for presentations, will be provided later. Team members are expected to contribute equally. Otherwise, team members can specify the percentage contribution of each member for a grade adjustment. However, if team members cannot agree on the percentages, or if no percentages are specified, then each team member would get an equal percentage.
TENTATIVE SYLLABUS

Class 1: Introduction to Supply Chain Finance, Supply Chain Risk Management, and Related Concepts

We will introduce key SCF and SCRM concepts, and build the case for our class term project.

Readings:

Class 2: Supply Chain Finance, Shareholder Value, and Working Capital Management

In this class, we will have a case study discussion: "Dell's Working Capital".

Readings:

Class 3: Supply Chain Management Risk Management: Price, Currency, Operational Risk, Real Options

In this class, we may have an invited speaker who will present topics of interest in Real Options, and may stay to co-facilitate the discussion and work-through of the "Real Options Exercises" case study.

Readings:
1. "Integrated Risk Management: A Conceptual Framework with Research Overview and Applications In Practice", by P. Kouvelis, L. Dong, O. Boyabatli, and R. Li, Chapter 1, pp. 3-12 in Handbook of

**Class 4: Transfer Pricing and Taxation in Global Supply Chains**

In this class, we will have two case study discussions: "Siemens Electric Motor Works (B): Pricing Interdivisional Sales", and "Transfer Pricing at Timken".

**Readings:**

**Class 5: Special Topics in Supply Chain Finance: Ship Valuation; and Class Presentation of Term Projects.**

In this class, we may have an invited speaker who will make a presentation on the topic of Ship Valuation, and may stay to co-facilitate the discussion and work-through of the "Compass Maritime Services, LLC: Valuing Ships", and "Vereinigung Hamburger Schiffsmakler und Schiffssagenten e.V. (VHSS): Valuing Ships" case studies.

**Readings:**