COURSE DESCRIPTION

In the next few years technology will revolutionize the supply chain. New capabilities are being driven by Infinite or Cloud Computing, Mobile data devices, Sensor solutions, Social Networks, Robotics, 3D Printing, Synthetic Biology, Digital Medicine, Nano materials and Artificial Intelligence. These innovations will create products and services that create new solutions for business and society. During this same period of time we are already seeing and will continue to see the emergence of a new labor force. The concept of labor will dramatically change as the largest shift in workforce of its kind will impact the United States and Europe (the retirement of baby boomers) and the explosion of an educated global workforce will shift the fundamental structure of work. The Supply chain will continue its growth as the largest single segment of a company’s expenses, workforce and source of innovation.

The expertise developed over the past decade in Procurement will be but an entry level primer in the next generation of requirements. The new Procurement Leader is meant to be a Supply chain innovation strategist that will create supplier enabled solutions to drive profitability, expand top line revenue growth and deliver innovative product and services on a global scale. Supply chain strategists will be embedded into the line of business with skill sets that bring engineering, marketing, and finance together to create a new breed of expert, one that deserves recognition as a value added partner.

The concepts of functional procurement are a commodity that will be handled by third parties that drive consistency, supplier management, total cost optimization and technology deployment. We will create case studies based on the current world events and determine how the next generation of supply chain will be relevant and a corporate innovation leader.

COURSE MATERIALS

Textbook:
There is no mandatory textbook required for the course. Course materials will be distributed as needed. The list of required articles is provided below.

Required Reading:


- Top 10 Best Practices in Procurement OutSourcing; Everest Group Research, 2012
• The CFO and the CPO: One World, Two Worldviews; Ardent Partners, January 2011
• The CPO Talent Challenge, Bill Huber TPI, Bob Booth Capgemini
• AT Kearney on Leaders September 2011
• AT Kearney Evolution of Supply Management September 2011
• The Journey to Procurement Excellence; Emptoris Inc. 2011
• Accenture: The Sustainable Organization: Lessons From Leaders Series: The Chief Procurement Officer’s Perspective

Additional articles may be provided each week

LEARNING GOALS AND OBJECTIVES

1. Develop innovative thinking around the capability of the future supply chain.
2. Build an understanding of the skill sets required to run the next generation Procurement organization.
3. Understand how technology is an enabling factor in driving data driven decisions and how the future organization can use that information to create results.
4. Create a framework that allows each individual to develop new solutions in delivering Procurement excellence.

Course Format & Requirements:
The course is structured as a combination of lectures and class discussions. **Active participation is very important for the course.**

Course Ground Rules:
• Attend with an open mind – seek to learn
• **Engage in class discussions**
• Please inform me in advance if you will be absent, late, or have to leave early
• **Email, surf the web, text and use cell phones before and after the class – not during**
• If there are any issues with the course, the material, your performance, your attendance, please speak to me as soon as possible.
Course Grade:
The grade will be determined as follows:

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<tbody>
<tr>
<td><strong>Class Participation</strong></td>
<td>40%</td>
</tr>
<tr>
<td><strong>Team Topic Presentation</strong></td>
<td>30%</td>
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<tr>
<td><strong>Paper on a Topic or a Written Exam</strong></td>
<td>30%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
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Class Participation

While a minimum level of participation is expected of every member of the class, primary emphasis is placed on the quality of the classroom contributions. Your class participation grade is based on the following criteria:

- Evidence of careful preparation of assigned readings
- Clarity and conciseness of your recommendations
- Quantitative and qualitative analysis to support your conclusions
- Behavior that is detrimental to the classroom learning environment will negatively affect this portion of your grade

Topic Presentation

You are required to give one presentation on a specific topic covered in the course. The topic and due date assigned to your team will be determined on the first day of class. Each team will consist of 4 members. The key to the analysis is the global impact of the topic over the next seven years. This is meant to be innovative in content not in presentation. Our goal is to provide a new perspective on each topic. The available topics include:

1. The next generation CPO skill set
2. Global Risk Mitigation
3. Outsourcing of the procurement function
4. Use of Shared Services Center in Procurement
5. Technology optimization;
   a. Supplier relationship management (SRM)
   b. E-sourcing
   c. Reverse Auctions
   d. Procure to Pay
   e. Spend analytics
   f. Risk
   g. Contracts
   h. E-invoicing
   i. Reporting
6. Social Media in the Customer to Supply chain communication model
7. Ethics
8. Slavery in the supply chain
9. Procurement as an EPS driver
10. Social Responsibility
11. Future of Category Strategy
12. Outsourcing of certain sourcing categories to 3rd parties (such as Travel, CRO, MRO)
13. Talent Acquisition for 2020 Procurement Department

The presentation should be 30 minutes with 5 to 15 minutes of intense questioning from the class. The class will also be graded on the effectiveness of their questions. New content, a new perspective, and a long-term view with speculation are required. Your grade for this assignment will be based on three criteria:
   1) Understanding of the topic as it relates to the future of Procurement
   2) The ability to answer the questions from the class
   3) The ROI for the class

Input from your class peers will be solicited to assist the instructor in these assessments. You need to submit a copy of your presentation along with a properly cited list of references.

Written Exam or Paper

On 5th week, you will be either given a written exam or asked to write a paper on a topic that will be assigned on that day.

Academic Misconduct

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. All suspected incidents of academic misconduct will be referred to an Academic Integrity Facilitator for investigation. Unfortunately, Rutgers students are failed or suspended every year for violations of academic integrity. If you have any doubt what constitutes a violation of academic integrity, please visit the Student Judicial Affairs website (http://academicintegrity.rutgers.edu/).

Disability Accommodations

If you need an accommodation based on the impact of a disability, please arrange an appointment with me as soon as possible. We need to discuss the course format and explore potential accommodations. I rely on the Office of Disability Services (http://disabilityservices-uw.rutgers.edu/) for assistance in verifying need and developing accommodation strategies. You should start the verification process as soon as possible.
## Course Schedule

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<thead>
<tr>
<th>Week</th>
<th>Session 1</th>
<th>Assignment Due</th>
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| 1    | • Course Introduction  
     • Course Syllabus  
     • Introduction to SCM, Procurement & Strategic Sourcing  
     • Procurement 2020 Vision | Form team                           |
| 2    | • Transformative Innovation and the impact on the Supply Chain  
     • Procurement Outsourcing | Presentation on a topic by team 1  |
| 3    | • Building the Procurement team of 2020                                  | Presentation on a topic by team 2  |
| 4    | • Collaboration reigns  
     • Innovation from without  
     • Who is the future supplier | Presentation on a topic by teams 3 and 4 |
| 5    | • Risk Management & Social Responsibility  
     • Class Review  
     • Paper or Exam | Paper on a topic or Written Exam   |

*Schedule is subject to minor changes at the Professor’s discretion.*