COURSE DESCRIPTION

The objective of the course is to provide a broad overview of key supply chain strategies, issues and aspects. Topics covered include 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 will be used to illustrate the issues discussed in lectures.

COURSE MATERIALS

All books below are optional:


Students should be enrolled in Blackboard (http://blackboard.rutgers.edu) to access the posted materials. Students should check Blackboard and their official Rutgers email account regularly.

LEARNING GOALS AND OBJECTIVES

This course is designed to help students develop skills and knowledge in the following areas:

1. Business knowledge. MBA graduates will have a command of business theory and practice of Supply Chain Management.
2. Ethical judgment. MBA graduates will use reasoned and ethical judgment when analyzing problems and making decisions in the domain of Supply Chain Management.
3. Global perspective. MBA graduates will have the breadth of perspective necessary to lead effectively function in a global and diverse business environment characterizing modern Supply Chain Management.
4. Persuasive communication. Students graduating with an MBA degree will be effective communicators, especially in the domain of Supply Chain Management.

Students who complete this course will demonstrate the following:

1. Business knowledge. Students will demonstrate:
   a. Mastery of fundamental business concepts and an ability to integrate and apply these concepts to resolve practical business problems in the domain of Supply Chain Management.
   b. Proficiency at analyzing and interpreting numerical data to resolve practical business problems in the domain of Supply Chain Management.

2. Ethical judgment. Students will demonstrate:
a. Recognition of ethical dilemmas in decision-making scenarios, especially in the domain of Supply Chain Management.
b. To critically evaluate business decision-making scenarios and develop innovative and ethical solutions in the domain of Supply Chain Management.

3. Global perspective. Students will demonstrate:
a. An understanding of how to conduct business internationally in the domain of Supply Chain Management.
b. Ability to lead and/or participate in culturally and demographically diverse teams running supply chains.

4. Persuasive communication. Students will demonstrate:
a. Ability to construct clear, concise, and convincing written business communication, and particularly in the domain of Supply Chain Management.
b. Ability to construct and deliver clear, concise, and convincing oral business communication, and particularly in the domain of Supply Chain Management.

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

1. Business knowledge. Lectures provide core knowledge of the theory of Supply Chain Management strategies, including a broad variety of supply chains and service chains. The term project integrates the theoretical constructs taught in lectures with real-life aspects of supply chain operations and security in the form of case studies, and reviews of pertinent recent technology developments and trends related to Supply Chain Management. Students are required to state their opinion on supply chain solutions and technology.

2. Ethical judgment. Case studies and term projects focus on decision making in supply chain context, and include treatment of ethical issues.

3. Global perspective. Lectures and term project presentations include material and case studies that treat domestic and global supply chains.

4. Persuasive communication. Term-project and case-study presentations serve to develop student communications skills, and especially in the domain of Supply Chain Management.

PREREQUISITES

22:799:580 or equivalent. Basic knowledge of calculus and probability theory is very helpful.

ACADEMIC INTEGRITY

Students are responsible for understanding the RU Academic Integrity Policy (https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI_Policy_2013.pdf). This Policy will be enforced and all violations will be pursued. 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.” Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ATTENDANCE AND PREPARATION POLICY

The following rules will apply:

- For weather emergencies, consult the campus home page. If the campus is open, class will be held.
• Students are expected to attend all class sessions, arrive on time, and stay for the entire class session. In the unlikely event that the instructor cannot make it to class, students will be notified via email and Blackboard as far in advance as possible.
• If a student is to be absent, the student should report that absence in advance at https://sims.rutgers.edu/ssra/. If the absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death, also send the instructor an email with full details and supporting documentation within 3 days of your first absence.
• Students are expected to complete all background reading and assignments, including class notes, before attending class.
• Students are expected to participate fully in each class session and stay focused and involved. Remember that this will help the instructor remember you at grade assignment time…
• Students are encouraged to ask questions in class and meet the instructor during office hours. Office hours are by appointment in the instructor’s office.

CLASSROOM CONDUCT

Please abide by the following rules:
• To the extent possible, arrive at class on time
• Minimize the use of cell phones
• Avoid loud typing on laptops and conversations during lectures
• All discussions should be conducted in a respectful and civil manner

EXAM / TERM PROJECT / EXTRA CREDIT DATES AND POLICIES

There is no final examination in this course. Required course work consists of a substantial term project with a written report submission and class presentation during the last and penultimate class session in the, to be held in the course’s classroom (see project handout); optional extra credit can be earned by preparing a case study and presenting it over the semester. Please abide by the following rules:
• If you have a disability that influences testing or presentation procedures, please provide me an official letter from the Office of Disability Services at the start of the semester.
• A required substantial term project on an SCM–related topic is a key part of the course and the main component of the final grade. For term project work, students may team up into groups of up to 5 members, and first submit a one-page proposal to the instructor for approval. Each project team will give a project presentation in class of about 20 minutes during the last class session. Presentation team members will be graded individually. A hard-copy term project report of 7 – 10 pages is due on the last day of classes. More project information, including suggested outline for presentations, can be found in the project handout. All project team members are expected to contribute roughly equally. Otherwise, team members can specify the percentage contribution of each member for a grade adjustment. A hard copy of any presentation should be submitted (term project as well as extra credit) just prior to presenting it with a cover page containing the presentation title and all team member names.
• Students can earn extra credit by preparing a case study and presenting it in class in a scheduled class session (not required). To this end, a student group of up to two students should submit a one-page proposal to the instructors for approval. A hard copy of the presentation must be submitted before presenting it with a cover page containing the presentation title and all team member names. No case study report is required for an extra credit presentation.
GRADING POLICY

Final course grades are determined based on a total score computed as a weighted sum of the grade components as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Term-project report</td>
<td>60%</td>
</tr>
<tr>
<td>Term-project presentation</td>
<td>30%</td>
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<tr>
<td>Class participation</td>
<td>10%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

In addition, an extra credit of up to 5 points will be awarded to students asking to present a case study (not required), and presentation team members will be graded individually. A student can get extra credit for only one case study presentation.

The following policies apply to grading:

- Final grades will be posted via REGIS as soon as possible. You have one week after the last date for posting grades to ask for a meeting to discuss your final course grade. Please keep in mind that your final grade is not subject to negotiation. Your final grade will be adjusted only if a grading error is identified during the review meeting. Final grades will not be adjusted based on consequences, such as hurt pride, lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals, as it is dishonest to attempt to influence faculty in an effort to obtain a grade that you did not earn.
- Since this course does not have a midterm, a warning grade roster is not called for.
- A substantial component of the grade is class participation. Accordingly, students are strongly encouraged to participate actively in class discussions, as this is the key determinant of this grade component. Thus, missing classes or refraining from participation in discussion will substantially reduce this grade component.
- Though not required, students are strongly encouraged to present a case study for extra credit. Keep in mind that this will not only earn you extra points, but will also enhance the instructor’s awareness of your class participation.
- Students should feel free to communicate with the instructor to ask for clarifications of the material (typically by email or by appointment).

COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Class 1</th>
<th>Class 2</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td><em>Introduction I</em></td>
<td><em>Introduction II</em></td>
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<tr>
<td></td>
<td>(SKS, Chapter 1)</td>
<td>(SKS, Chapter 1)</td>
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<tr>
<td></td>
<td>Overview of supply chain concepts</td>
<td>Case: Meditech</td>
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<td>2</td>
<td><em>Inventories and Risk Pooling I</em></td>
<td><em>Inventories and Risk Pooling II</em></td>
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<tr>
<td></td>
<td>(SKS, Chapter 2)</td>
<td>(SKS, Chapter 2)</td>
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<tr>
<td></td>
<td>Inventories</td>
<td>Risk pooling concept</td>
</tr>
<tr>
<td></td>
<td>Review of inventory models</td>
<td>Case: Sport Obermeyer</td>
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<tr>
<td>3</td>
<td><em>Network Planning I</em></td>
<td><em>Network Planning II</em></td>
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<tr>
<td></td>
<td>(SKS, Chapter 3)</td>
<td>(SKS, Chapter 3)</td>
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<tr>
<td></td>
<td>Logistics network design issues</td>
<td>Case: Starck</td>
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<tr>
<td>4</td>
<td><em>Supply Contracts I</em></td>
<td><em>Supply Contracts II</em></td>
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<tr>
<td></td>
<td>(SKS, Chapter 4)</td>
<td>(SKS, Chapter 4)</td>
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<tr>
<td></td>
<td>Supply chain contracts and optimization</td>
<td>Case: TBD</td>
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<tr>
<td>5</td>
<td><em>Supply Chain Information I</em></td>
<td><em>Supply Chain Information II</em></td>
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<tr>
<td></td>
<td>(SKS, Chapter 5)</td>
<td>(SKS, Chapter 5)</td>
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<td></td>
<td>The Bullwhip effect</td>
<td>Case: Barilla</td>
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<tr>
<td>6</td>
<td><em>Supply Chain Integration I</em></td>
<td><em>Supply Chain Integration II</em></td>
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<tr>
<td></td>
<td>(SKS, Chapter 6)</td>
<td>(SKS, Chapter 6)</td>
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<tr>
<td></td>
<td>Push and pull strategies</td>
<td>Case: Dell</td>
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</tr>
</tbody>
</table>
| 7 | **Distribution Strategies I**  
(SKS, Chapter 7)  
Warehousing and shipment | **Distribution Strategies II**  
(SKS, Chapter 7)  
Case: Amazon |
| 8 | **Strategic Alliances I**  
(SKS, Chapter 8)  
Alliances and partnerships | **Strategic Alliances II**  
(SKS, Chapter 8)  
Case: TBD |
| 9 | **Procurement and Outsourcing I**  
(SKS, Chapter 9)  
Procurement and outsourcing strategies | **Procurement and Outsourcing II**  
(SKS, Chapter 9)  
Cases: Zara, Solectron |
| 10 | **Global Logistics I**  
(SKS, Chapter 10)  
International SCM issues | **Global Logistics II**  
(SKS, Chapter 10)  
Case: Wal-Mart |
| 11 | **Supply Chain Design I**  
(SKS, Chapter 11)  
Design for logistics, supplier integration and mass customization | **Supply Chain Design II**  
(SKS, Chapter 11)  
Cases: Hewlett-Packard Deskjet, Hewlett-Packard Printer Design |
| 12 | **Customer Value I**  
(SKS, Chapter 12)  
Customer value aspects and metrics | **Customer Value II**  
(SKS, Chapter 12)  
Case: TBD |
| 13 | **Smart Pricing I**  
(SKS, Chapter 13)  
Revenue management | **Project Reviews**  
Case: TBD  
Student term-project presentations |
| 14 | **Project Reviews**  
Student term-project presentations | **Project Reviews**  
Student term-project presentations  
**Term-project reports due** |

**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

Detailed information on support services is provided below:

- 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 on the campus where the course is offered:

- Rutgers University-Newark Counseling Center: [http://counseling.newark.rutgers.edu/](http://counseling.newark.rutgers.edu/)
- Rutgers Counseling and Psychological Services – New Brunswick: [http://rhscaps.rutgers.edu/](http://rhscaps.rutgers.edu/)

If you are in need of **physical health** services, please use our readily available services on the campus where the course is offered:

- Rutgers Health Services – Newark: [http://health.newark.rutgers.edu/](http://health.newark.rutgers.edu/)
- Rutgers Health Services – New Brunswick: [http://health.rutgers.edu/](http://health.rutgers.edu/)

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

If you are in need of additional **academic assistance**, please use our readily available services on the campus where the course is offered:

- Rutgers University-Newark Learning Center: [http://www.ncas.rutgers.edu/rlc](http://www.ncas.rutgers.edu/rlc)
- Rutgers University-Newark Writing Center: [http://www.ncas.rutgers.edu/writingcenter](http://www.ncas.rutgers.edu/writingcenter)
- Rutgers University-New Brunswick Learning Center: [https://rlc.rutgers.edu/](https://rlc.rutgers.edu/)