COURSE DESCRIPTION

Textbook:


Additional readings may be assigned via Canvas if not listed on this syllabus.

Cases:

Available via Harvard Business Publishing: Go to this link to register and buy the case pack.  [https://cb.hbsp.harvard.edu/cbmp/access/73951472](https://cb.hbsp.harvard.edu/cbmp/access/73951472)

Course Description:

Senior executives of leading companies understand the value of the supply chain as a critical driver of shareholder value. For product-related firms, the supply chain includes most of the assets of the firm, 60 to 70% of the cost, and is the foundation for generating revenue and profits. Historically, firms have viewed the supply chain as primarily a cost center. However, supply chains make revenues possible, and properly developed and managed, can improve profitability and more effectively deploy capital. Hence, organizations of the future must focus on more than just driving cost and improving product availability, and supply chain executives of the future must have “financial intelligence!”

As Supply Chain organizations evolve from back office tactical operations into strategic functions, it is becoming more important for supply chain professionals to “speak the language” of the CFO. Inside world-class organizations, the supply chain function is viewed by senior leadership as a critical success factor to achieving optimal “financial health” reflected on the P&L, balance sheet and funds flow statements. This necessitates that supply chain professional understand the financial impacts of their decisions and actions and are adept at “pulling the right levers” to improve a firm’s financial scorecard.

Goals and Objectives:

Consistent with the overall learning goals and objectives at Rutgers Business School, this class will assist students with gaining command of an enabling area of theory and practice, the financial ramifications of operating a supply chain.

Students will demonstrate:

a. Mastery of fundamental understanding of the financial ramifications of supply chain operational concepts.
b. Ability to optimize the financial impact of their work to integrate and apply supply chain management concepts to resolve business problems.

c. Recognition of ethical dilemmas in financial decision-making scenarios.

d. Understanding of the financial ramifications of operating in a global and diverse business environment.

e. Ability to be able to communicate financial information about supply chain operations in a clear concise manner.

Course Format:
The online course will consist of a combination of lectures, case presentations, and class discussion. One or more textbook chapters will be covered in one weekly session (see schedule below) and you are expected to read the corresponding chapter / case study before each class. The lecture/discussion component will be devoted to presentation and discussion of concepts, frameworks, financial analytical techniques, and improvement strategies that may be deployed to drive greater supply chain management performance. The text serves as background information for understanding lecture content and casework materials as well as problems to build financial skills. You will be asked to build pro forma financial models in MS-Excel to demonstrate understanding.

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: All students are expected to know, understand and live up to the standards of academic integrity explained at http://academicintegrity.rutgers.edu/integrity.shtml
- Everyone who is caught with any kind of violations to academic integrity will be reported and appropriate actions will be taken.

Homework:
There will be weekly homework assignments that build skills needed for analysis and strategy evaluation. These will be posted on Canvas.
- Homework outlined on the syllabus will be described in class and on Canvas.
- You will have approximately one week to complete the homework assignment. All assignments are due on Sunday evening at 10:00PM.
- All assignments must be completed in Excel (and/or Word) and the file(s) must be uploaded to the drop box.
- NO LATE HOMEWORK WILL BE ACCEPTED!!

Case Analysis:
Case discussions are used to develop critical and integrative thinking skills around Supply Chain Management strategies and the impact that these can have on financial performance. 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 general writing support, you will find resources in the Getting Started Module. For specific guidance around writing Executive Summaries, you will find guidance in Module 1.

Each student is expected to read and analyze the cases and prepare either a homework assignment, discussion comments, or both as requested. The purpose is to practice evaluating changing supply chain conditions and the impacts that this may have on working capital, profit margins, and overall earnings.

It is expected that students will learn and frequently apply the skills of analyzing financial statements and creating pro forma statements to project the results of improvement.

**Participation:**

The professor will expect the students to share their point of view, analysis, insights and recommendations on the class lecture, cases, and handouts during the online discussion. If a student does not participate, they will not receive any points for participation.

**Exams:**

There will two multiple choice, short answer, problem and/or essay-based exams during the semester that each cover all the material up to the date of the exam. Make-up exams are not encouraged and notification must be given BEFORE the exam day in a written form. Otherwise a make-up exam will not be allowed and the student may receive no credit for the exam.

**Evaluation:**

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<thead>
<tr>
<th>Category</th>
<th>Percent</th>
<th>Points</th>
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<tbody>
<tr>
<td>Case Analysis &amp; Homework</td>
<td>35%</td>
<td>120</td>
</tr>
<tr>
<td>Discussion Participation</td>
<td>15%</td>
<td>60</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>20%</td>
<td>100</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30%</td>
<td>120</td>
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<tr>
<td><strong>Total</strong></td>
<td>100%</td>
<td><strong>400</strong></td>
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Your final grade will be based on the final score. At times throughout the semester, grades will be posted to Canvas as appropriate (i.e. after tests or assignments are graded.) 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.
## Course Outline

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics</th>
<th>Online Lectures</th>
<th>Discussion &amp; Exercises</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>14-20 Jan</td>
<td>Introduction to Supply Chain Finance</td>
<td>A. Introduction&lt;br&gt;B. Course Organization&lt;br&gt;C. &quot;It's All About Value&quot;</td>
<td>Read: Textbook pp.1-16&lt;br&gt;&lt;br&gt;Discuss: Elevator Pitch (Post to Online Discussion by 1/21)</td>
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<td>4</td>
<td>4-10 Feb</td>
<td>SCM &amp; Financial Statements III</td>
<td>4A. Cash Flow Statement&lt;br&gt;4B. Cash Flows - Investing and Financing</td>
<td>Read: Textbook pp.61-95&lt;br&gt;&lt;br&gt;Discuss: Online Discussion&lt;br&gt;&lt;br&gt;Do: Polar Pro Formas.xls Due (2/11)</td>
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<td>5</td>
<td>11-17 Feb</td>
<td>Supply Chain Design for CFO</td>
<td>A. Analyzing Financial Health&lt;br&gt;B. Reading the 10-K Statement</td>
<td>Read: Text pp.96-111&lt;br&gt;&lt;br&gt;Discuss: Online Questions&lt;br&gt;&lt;br&gt;Case: Apple Supply Chain&lt;br&gt;&lt;br&gt;Do: Polar &quot;Executive Summary&quot; Due (2/18)</td>
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<td>6</td>
<td>18 - 24 Feb</td>
<td>Supply Chain Design for CFO</td>
<td>A. Valuing a Company&lt;br&gt;B. Impact of Design on Working Capital</td>
<td>Read: Text pp.112-135&lt;br&gt;&lt;br&gt;Case: Jackson Auto&lt;br&gt;&lt;br&gt;Do: Apple &quot;Executive Summary&quot; Due (2/25)&lt;br&gt;&lt;br&gt;Do: Financial Health Exercises Due (2/25)</td>
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<td>7</td>
<td>25 Feb - 3 Mar</td>
<td>Supply Chain Design for CFO</td>
<td>A. Impact of Supply Chain Design on Cost&lt;br&gt;B. Decision Trees</td>
<td>Read: Text pp.154-173&lt;br&gt;&lt;br&gt;Discuss: Online Questions&lt;br&gt;&lt;br&gt;Case: Merck Drug Licensing&lt;br&gt;&lt;br&gt;Do: Jackson &quot;Executive Summary&quot; Due (3/4)</td>
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<td>8</td>
<td>4 - 10 Mar</td>
<td>Midterm Exam-&lt;br&gt;Financial Stmts and Health</td>
<td>No Lecture</td>
<td>Midterm Exam-&lt;br&gt;Financial Stmts and Health</td>
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<td>Week</td>
<td>Dates</td>
<td>Topic</td>
<td>Sub-Topic</td>
<td>Read/Do/Case</td>
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<td>9</td>
<td>11 - 17 Mar.</td>
<td>SPRING BREAK</td>
<td>NO CLASSES</td>
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**Discuss:** Online Questions  
**Case:** SC Finance at P&G  
**Do:** Merck Executive Summary Due (3/25) |
**Discuss:** Online Questions  
**Case:** Techno  
**Do:** P&G Executive Summary Due (4/1) |
| 11   | 1 - 7 Apr.  | Improving Supply Chain Performance         | A. Designing your Supply Chain for Product Launch       | **Read:** Fast Benchmarking  
**Exercise:** Calculating Benefits  
**Case:** Elizabeth Arden  
**Do:** Techno Executive Summary Due (4/8) |
| 12   | 8 - 14 Apr. | Improving Supply Chain Performance         | A. Driving Profit Improvement                            | **Case:** Justifying an ERP System  
**Discuss:** Online Questions  
**Do:** Arden Executive Summary Due (4/15) |
| 13   | 15 - 21 Apr. | Improving Supply Chain Performance         | A. Making Capital Improvements to the Supply Chain      | **Case:** Med. Device Industry  
**Discuss:** Online Questions  
**Do:** ERP Executive Summary Due (4/22) |
| 14   | 22 - 28 Apr. | Course Review                              | A. Review of Concepts                                    | **Discuss:** Medical Device Case                  |
| 15   | 29 Apr - 5 May | Final Exam Study                          | A. Review of ERP Business Case                          | Deadline (4/30) to receive Exam Proctor Forms   |
| 16   | 5 May       | Final Exam                                 | In-person exam on May 5th at Newark campus.             |                                                  |