

Supply Chain Management
Course Number: 29:799:420
Course Title: SCMS Industry Client
Projects

COURSE DESCRIPTION

This experiential course builds upon academic Supply Chain Management (SCM) learnings by working on “real life” supply chain management projects requested by our Rutgers Center for Supply Chain Management Advisory Board companies and other corporate partners.

Students in this course must identify and understand the key issues, formulate models, complete analyses, and apply SCM course learnings to solve real-world problems. Faculty members whose expertise lies in a particular area are available to assist students with complexities of the projects.

Projects change each semester depending on the current requirements of the clients, but always focus on specific issues within the supply chain.

Client visits may be included to better understand the project scope and work with the company executives.

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

This course is run like a group independent study and may also be considered a group mini-internship.

Examples of some previous projects:

- Frozen Time Fence Best Practice
- Cold Chain Product Supply Strategy
- Temperature Controlled Logistics
- Sustainability: True Cost of Water
- Assessing Supplier Risks
- Industry Vertical Study
- Product Allocation Best Practice
- Supplier Relationship Management
- Smaller/More Frequent Deliveries
- Supplier Segmentation
- Strategic Sourcing
- Contract Manufacturing Evaluation
- Carbon Footprint
- Supply Base Assessment
- Sales & Operations Planning
- LTL To FTL
- Freight Capacity
- Premium vs. Integrated Carriers
- Commodity Forecasting
- Cycle Count Best Practice

Course Objectives

1. Apply academic learning’s to “real life” SCM project within tight schedule.
2. Enhance project management, presentation and team building skills.
3. Improve research and analysis skills, by identifying and using information to support and improve your project recommendation.

COURSE MATERIALS

No formal text books are required. The course may be supplemented with suggested reading materials appropriate to the particular project and industry, plus project management techniques, articles, etc.

Subject matter experts (SME's) related to specific project areas may also be engaged as necessary. The professor will use his/her business and industry contacts to secure these SME's and/or the client company may also provide access to SME's.

Students must be enrolled in Canvas to access the posted material. The URL is: <http://canvas.rutgers.edu>

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 management.

Students who complete this course will demonstrate:

- a) Knowledge of current basic and advanced concepts in supply chain management and an ability to integrate and apply these concepts to practical business problems.
 - Successful students will demonstrate their ability to understand supply management principles and concepts and apply them to manage supplies appropriately.
 - Successful students will demonstrate their knowledge of manufacturing and operations planning concepts to ensure efficient and effective operations in business.
 - Successful students will demonstrate their knowledge of domestic and global logistics and apply them to logistics practices.
 - Successful students will demonstrate their ability to understand concepts, practices and modes of transportation and use them to ensure reliable transportation.
- b) Ability to apply appropriate quantitative methods to analyze business data, and to apply quantitative modeling techniques to analyze business plans and decisions in supply chain management.

- **Effective communication.** Students will be effective communicators.

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:

- **Group Research Project with Paper and Presentation.** Students are assigned (4-6 students per group) to a group research project. Each group will receive a supply chain project from an actual company to research, analyze, and problem solve. These supply chain projects are actual

problems/issues being faced by the client company for which they are seeking assistance from Rutgers Business School.

Students will interact directly with members of the client company to work on the project throughout the semester. The project requirements and deliverables will be negotiated and agreed to at the start of the project/semester by the student team and the client company. Students may be exposed to the client company's confidential and proprietary information in order to complete the project, and as such, may be required to sign a confidentiality or non-disclosure agreement. Students will complete the project and present their findings, recommendations, and conclusions to the client company in verbal (i.e., formal presentation) and written (i.e., academic paper) form. There will also be in-class midterm and final reviews of each project prior to the final presentation to the client company.

Students must use their basic and advanced supply chain knowledge and analytical skills in order to address the business problem(s) identified in the project and develop solutions and recommendations for the client company.

The group aspect of the research project will provide students an opportunity to practice teamwork, communication and collaboration skills. Groups must work together as a team to complete the project, develop a presentation and paper, and deliver both to the client company. Each student must individually participate in the research, development and delivery of the project. The presentation allows students to demonstrate their communication skills. The paper allows students to demonstrate their writing skills, and practice composition and information organization skills as well.

PREREQUISITES

- Supply Chain Management Major (799)
- Senior Status
- Successful completion of (799:301) Introduction to Supply Chain Management
- Successful completion of (799:380) Project Management

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy <http://academicintegrity.rutgers.edu/>

I will strongly enforce this Policy and pursue *all* violations. 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." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

COURSE OVERVIEW

1. Professor(s) solicits project proposals from business and industry partners (i.e., client companies).
2. Client companies provide Project Proposals on a Project Requisition Form.
3. Professor confirms the acceptance of the project with the client and outlines the project management process for the semester with the client.
4. Professor assigns a student Project Team to each selected project.
5. Teams select a Project Team Leader and Project Recorder.
6. Teams are required to maintain a file (e.g., binder) of all project documentation. This is critical for supporting any future issues and for certification (if needed).
7. Students must sign a Rutgers confidentiality form (and maybe also a non-disclosure agreement with the client).
8. Students complete a Project Requirements Document with agreed upon deliverables, which must be signed and approved by both the client and the student project team.
9. A standard Change Form must be completed and signed by all parties for any significant change to the project scope or deliverables after the Project Requirements Document has been signed off.
10. Teams conduct weekly conference calls (or site visits) with the client representative(s).
 - Student teams are to organize and lead these weekly calls.
 - Must have an agenda and must issue meeting summary notes and/or action items.
11. Teams complete a standard Weekly Status Report.
 - Copies are distributed to team members, client, and professor, and included in the project document file.
12. Teams work on the project deliverables throughout the semester.
13. Teams deliver a Midterm Project Review and a Final Project Review in class to professor and fellow students for feedback prior to the formal presentation to the client.
14. Teams deliver a final report and a formal presentation (face-to-face if possible) to the client (at the client's location if possible).

The class will not formally meet each week as a group beyond the initial class session where students will receive project assignments and course requirements.

During the semester, student teams will meet and work on their respective projects independently from the other student teams and on their own schedule.

Students should plan to use the reserved class time (and classroom if desired) each week for individual project team meetings to organize and work on the project.

- The first class will focus on team assignments, expectations and actions necessary for a successful project. Each team must also select a team leader.
- *Weekly Team Meetings* with all project team members are strongly recommended to review the project status, make necessary assignments, review & analyze data, draw conclusions and make recommendations.
- *Weekly/Bi-weekly Conference Calls* with the client are required. All project team members should attend if possible.

- A student discussion leader and a student scribe must be assigned for each weekly conference call with the client to ensure that the calls are efficient for both students and clients, and action items are captured and documented. These tasks can be rotated weekly if desired.
- A Weekly Project Status Report must be completed and placed in the project file/binder, and a copy is to be provided to the client, Project Team Members, and to the Professor.
- A **Mid-Term Project Review** will be held to assess the status of each team's project in order for the Professor and other students to provide feedback, and for the teams' to make adjustments as necessary. An Executive Summary Presentation should be created for this review. All Project Team Members are expected to participate in the presentation/discussion.
- A **Final Project Review** will be held near the end of the term. Each team will review the final presentation with the professor. This is a "dry run" prior to the final presentation at the client's location. An Executive Summary Presentation should be created for this review. All Project Team Members are expected to participate in the presentation/discussion.
- Each Project Team will make a **Final Project Presentation** to the client near the end of the semester. These presentations generally take place at the client's location. A formal written **Final Report** will also be provided to the client at this time.
- The course may be supplemented with outside speakers or subject matter experts, focusing on areas specific to the projects or techniques of project management.

Project Team Leader:

A Project Team Leader will be selected by each team. The Project Team Leader responsibilities are as follows:

- Act as the initial point of contact for the Professor and the client. Coordinate all activities and interfaces with the team, client and professor.
- Lead team to define roles, and act in a manner to obtain consensus.
- Lead team to establish assignments and schedules.
- Keep the team focused and on task.

The Project Team Leader is not a dictator. All team members have shared responsibility for the project.

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 first class.

Teams will be provided a written "Scope" document i.e. Project Proposal, which describes the project. This is to be considered a starting point, but part of the learning process is that teams will have to speak with the client and obtain a written agreement defining the "Scope", i.e. Project Requirements Document, which must be signed by the client and the RBS team. This must be completed in the first two weeks of class in order to meet the final deadlines.

GRADING POLICY

33% **Project Team Participation**

Both an individual's participation in class and on their assigned team will be considered. Ability to organize with other team members, make individual assignments, attend team meetings and presentations, meet time commitments and overall contribution to the project. Anonymous individual peer feedback via survey will be considered, but the **Professor makes the final grade determination based on his/her observations.**

67% **Final Project Presentation and Report**

- A PowerPoint (or similar) presentation will be made to the client.
- A written paper must be provided to the client. This paper will include the scope, team approach, findings and support documentation, and formal recommendations. Paper must be provided at the final client presentation meeting in both hard copy and an electronic copy (i.e. MS Word document) unless other arrangements have been made with the client in advance.

Based on direct Industry client feedback and satisfaction, and the instructor's overall project evaluation. Client feedback via survey will be used **as an input**, but the **Professor makes the final grade determination based on his/her observations.**

100% **Total**

COURSE SCHEDULE

Week 1

Kick-off, course & syllabus review, and review of project management fundamentals

Week 2

Student teams clarify the Project Requirements and agree on the deliverables with the client. Student teams develop their project plan and work assignments.

Week 3 -to- Week 8 (Midterm)

Students hold weekly/bi-weekly conference calls (or face-to-face meetings) with their client to obtain data, do research, and work on the project deliverables. The instructor may listen in on calls between the student teams and clients, as available, to provide teams with feedback and guidance.

Midterm

In-class project status review from each team. All teams participate and give one another feedback. Instructor provides feedback and guidance as necessary

Week 9 -to- Week 12

Student teams complete their project work, deliverables, recommendations, justification, etc., create their presentation and final report.

Week 13

In-class final project run-through / rehearsal with each team. All teams participate and give one another feedback. Instructor provides feedback and guidance as necessary.

Week 14

Student teams deliver final presentation (in person at the client location if possible) and final report to the client. Instructor must attend all final client presentations for grading purposes and to continue to build client relationships

End of Semester

Instructor will obtain formal feedback from the client and also peer review feedback (via survey).

Project Teams must meet with the professor weekly throughout the semester to review status and progress. Professor will coordinate scheduled meeting times with each team separately.

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

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 University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[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 – Newark: <http://health.newark.rutgers.edu/>]

[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/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.
- Students must sign, date, and return a statement declaring that they understand this syllabus.]