

BUS – 2160 V –Supply Chain Management

Master Syllabus for Business 2160 V (A) Supply Chain Management and Logistics Online Format

The syllabus for this course consists of three parts:

1. Master Syllabus BUS 2160 (M) which pertains to all classes.
2. Syllabus BUS 2160 Appendix (A) featuring the unique aspects of this course when taught in an online mode.
3. Syllabus BUS 2160 Appendix (B), featuring the unique aspects of this course being taught in a combination online and in-class format.

Course Number: BUS 2160 V

Location: Class room

Credits: 3

Day/Times: Meets in class rooms

Semester Dates:

Faculty:

Materials/Lab Fees: None

Course Description:

This survey course offers students a birds' eye view of how radically business practices have changed over the last decades. Given that a supply chain is a new framework for working together in the production of goods and services, the student will be introduced to best practices in global logistics, network planning, pricing methods, inventory placement, strategic alliances, team work and collaboration as well as the functional support that goes with the package in the form of forecasting, applied information technology, risk analytics and supply chain sustainability.

Essential Objectives:

The ultimate course objective is to make the student broadly employable in the field of supply chain management whether it turns out to be an individuals' career choice or not. For those who wish to pursue a career in supply chain management, the objective is to provide a foundation of skills to make such a student a useful employee in the first week. In addition, the course is designed to stimulate an interest in acquiring further supply chain knowledge in support for a lucrative career in this field.

As a result of 2011 Supply chain Talent Academic Initiative, surveys called *Undergraduate Level of Competency Desired*, (Little, N., 2012) certain supply chain skill gaps were identified. Those skill gaps relate to the essential objectives this course is designed to meet.

1. Describe the critical operational functions that make up supply chains, such as demand forecasting, network planning, inventory placement, pricing, risk and the role information technology.
2. Understand the unique roles of management in international logistics, such as integrated planning for procurement, packaging, warehousing, existing trade agreements (NAFTA), security, customs and taxation.
3. Evaluate the links of an integrated enterprise to a supply network on one side, and a distribution network on the other, and how team work and cooperative arrangement create value.
4. Discuss *Relationship Management* in a supply chain, in particular the initiation of relationships, their implementation, maintenance and termination.
5. Demonstrate proficiency in supply chain analytics, data, graphics, models, and understand the basics of simulation.

Prerequisites: BUS 1550 Manufacturing Systems
Fluency in the Moodle learning system

Methods:

This section of BUS 2160 (M) is taught in a traditional class room format. The content of the online and hybrid versions of this course are identical to this traditional format. This class will meet weekly as scheduled. The instructor may schedule a guest a speaker or arrange for a field trip as such opportunities become available.

Evaluation Criteria:

Examinations:

EO Learning Objective

Quiz I	10%	1
Quiz II	10%	2
Quiz III	10%	4
Wal-Mart Case study	20%	3
Final Project paper:	30%	5
DQ – 12 Discussion Questions @1.5	18%	
Biography	2%	

Letter Grade	Numeric Equivalent	Actual Meaning
A+	97 - 100	Student masters the subject and writes well, in addition student shows understanding of theory and its application, student draws on experience and literature and comes to reasonable conclusions, home work is written in APA* format.
A	93 - 96	
A-	90 - 92	
B+	87 - 89	Grammar, spelling and punctuations are almost perfect and the work shows honest effort. The written work meets the expectation of the instructor and the school.
B	83 - 86	
B-	80 - 82	
C+	77 - 79	These grades show that the expectations were barely met but student muddled through. This grade, and the subject mastery it implies, would not survive in a competitive market place.
C	73 - 76	
C-	70 - 72	
D	60 - 69	Below par
F	0 - 59	The submitted student work was not acceptable

Course-Pack Resources:

The coursepack serves as a substitute for traditional text book, it is available at <http://hbsp.harvard.edu/>, the course name is *Supply Chain Management and Logistics*. It contains the following material and can be purchased online at the site.

Videos:

Case Analysis Coach, a video tutorial on how to do business cases

Chapters:

Drake, Matt, *What is Supply Chain Management*, Chapter 1, What is SCM?

Drake, Matt, *Global Supply Chain Management*, Chapter 2, Global SCM.

Drake, Matt, *Global Supply Chain Management*, Chapter 3, Global sourcing.

Drake, Matt, *Global Supply Chain Management*, Chapter 4, Transportation, distribution

James, Ted, *Operations Strategy*

Olson, David, *Supply Chain Information Technology*

Case:

“Half a Century of Supply Chain Management at Wal-Mart”, a business case, Ivey, W12894

Downloads:

The following no-cost material must be downloaded from cited sources

Engel, Bob, *Alliance Management, Engaging the Suppliers the Right Way*, Supply Chain Management Review, Sept-Oct 2012, ISSN 15219747, (from CCV library)

James, Ted, *Operations Strategy*, download free e-book at bookboon.com, ISBN 978-87-7681-828-9, 2011.

Laseter, T., Gills, N., *Collaborating for a more Sustainable Supply Chain*, Supply Chain Management Review, Sept-Oct.2012, ISSN 15219747 (from CCV library)

Lu, Dawei, *Fundamentals of Supply Chain Management*, download free e-book at bookboon.com, ISBN 978-87-7681-798-5, Dawei Lu & Ventus Publishing, 2011

Porter, Albert, *Operations Management*, download free e-book at bookboon.com, ISBN 978-87-7681-464-9, Albert Porter & Ventus Publishing, 2011

Reference Articles:

Aaron, J. (2001). *The Little, Brown Compact Handbook*. (4th ed.) Needham Heights, MA: Pearson/Longman.

Benton, W.C., *Purchasing and Supply Chain Management*, ISBN 978-0-07-35251908, 2ND edition, McGraw-Hill, New York, 2010. (a traditional text book)

Bowersox, D.J., Closs, David J, Cooper, Bixby, Bowersox, J.C., *Supply Chain Logistics Management*, ISBN -13: 978-0-07-802405-4, 4th edition, McGraw Hill, New York, 2013, a traditional text book

Johnson, Leeders, Flynn, *Purchasing and Supply Chain Management*, ISBN-978-0-07-337789-6, 14TH edition, McGraw-Hill, New York, 2011, a traditional text book

Little, N., (2012), Supply Chain Council, Global User Meeting, April 2, 2012, Eli Broad College of Business, Michigan State University, Supply Chain Talent Academic Initiative (SCTAI). A traditional text book.

Root Beer Game V2, Harvard Business Publishing, available from, <http://www.hbsp.harvard.edu>, fee based

Simchi-Levi, D., Kaminski, P., Simchi-Levi, E., *Designing and Managing the Supply Chain*, ISBN 978-0-07-298239-8, 3rd edition, McGraw-Hill, New York, 2008, a traditional and widely used text book

USNA, (2004). *United States Naval Academy (USNA) Statement on Academic Plagiarism*. May 4, 2004 Faculty Senate Meeting. Retrieved on February 21, 2008 from: <http://www.usna.edu/Library/Plagiarism/Plagiarism.html>

Wolf, F. and Mujtaba, B. G. (2011). Sustainability in Service Operations. *International Journal of Information Systems in the Service Sector*, 3(1), 1-20, contains a good definition of sustainability.

Wolf, F, Pickler, L. "Supply Chain Dispute Resolution - A Delphi Study", *International Journal of Information Systems and Supply Chain Management*, 3,(3), 50-66, 2010.

Video Resources

MIT Crossroads 2012, "Emerging Supply Chain Risk" video discussion: <http://video.mit.edu/watch/mit-crossroads-2012-emerging-supply-chain-risks-11914/>

Optional Software Resources

OM2, is an Excel add-on software used for solving inventory, transportation and forecasting problems, it is useful but not essential for this course. http://wps.prenhall.com/bp_weiss_software_1/76/19556/5006377.cw/index.html

Attendance and Participation Policy:

Quoting Woody Allen informally, *the most important thing in life is to just show up*.

Attendance and participation in all class activities is important because you, the student, will also learn from your class mates. For example, you will be playing business games in a group setting, so you won't be alone on the job. While attendance and participation is certainly part and parcel of a college discipline, it is of enormous benefit for you the student. Therefore, your instructor will monitor attendance closely and grade accordingly.

- Please stay in touch with your instructor should you encounter circumstances that cause you to miss a class or an assignment. Missing more than two successive classes without explanation will result in a failing grade. Participate and interact in all sessions.

- The atmosphere of the class is open, non-critical, exploratory, and opinion-forming. Honest academic search for facts, current status, and investigation occurs in an open, risk-free environment. Ask your questions, formulate your thoughts and learn to express them to the class, while being open to and respectful of others' beliefs, values, and contributions. You can informally interact with your colleagues and teammates through email, live chats face-to-face, or phone calls.

Faculty information:

Name:

Contacts: phone and email availability

Weekly Assignment Schedule

Week <i>Day</i> <i>Month</i> <i>Time</i> <i>Place</i>	Topics	Reading Assignments. Prior to class session	Examinations, Case studies, Case class discussions* Games and Videos	Online Discussion DQ Questions <i>Post by Friday,</i> <i>discuss by Monday</i>	
1	Introduction to Supply Chains, evolution, complexity, management issues	Lu, chapter. 1 Drake, chapter 1		Post biography online **	Online class
2	Introduction to Logistics, logistics value proposition, transportation, warehousing	Lu, chapter 2 Porter, chapters 6 Read Case Phoenix Logistics	View video called "Case Analysis Coach"	DQ1 Case Phoenix Logistics critique	Online class
3	Risk Pooling, Inventory and strategy risks, bull whip effect	Porter, chapter 12 James, chapters, 2, 8, 11	Instructor demonstrates classical Beer Game simulation and students decide	DQ2	Online Class
4	Network Planning Network design and configuration features	Lu, chapters 3,5 Read Case Cisco	Quiz 1 , covers weeks 1-4 material Form a team of 2-4 students to solve Wal-Mart Case due on week 9	DQ3 Case Cisco critique	Online class
5	Businesses Alliances Framework for alliances, retailers, suppliers, distributor - integration	Engels, p.20+ Read Case Strategic Partner	Form a team of 2-4 students, could be same as above, to start work on Final Project due week 15	DQ4 Case Strategic Partner critique	Online class
6	Procurement Supplier selection, audits, strategy, cost and quality, disputes	Lu, chapter 6 Drake, chapter 3 Read Case Manitou	Instructor may demonstrate The Bidding Game	DQ5 Case Manitou critique	Online class

7	Global Logistics and Management of Risk Market, technology, cost, plus political Forces.	Drake, chapter 2 2-page summary of risk debate MIT Crossroads	View MIT Crossroads 2012, see video resources Summarize MIT Crossroads content in a short 2-page paper	DQ6	Online class
8	Supply Chains Integration Push-pull systems,	Lu, chapter 4 Porter, chapter 7 Read Case Dunkin	Quiz II covers weeks 5-8	DQ7 Case Dunkin critique	Online class
9	Pricing Strategies Demand, pricing, EOQ revenue management	Laseter, p43 Porter, chapter 12	Wal-Mart Case is due, team project, class discussion	DQ8	Online class
10	Contracting Collaboration and trust	Lu, chapter 7 Read Case SKF		DQ9 Case SKF critique	Online class
11	Info. Tech. in Supply Chains, EDI, MRP, etc process analysis	Catch up on reading	Catch up with your reading	No DQ, catch up with reading	Online class
12	Business Process Technology IT standards, RFID,, measurements	James, chapter 6 Olson, chapter 1 Explore Internet NAFTA Read Case RFID-HP-Wal-Mart		DQ10 Case RFID-HP-WAL-MART critique	Online class
13	Customer Relations Marketing, service, satisfaction measurement	James, chapter 8 Read Case CRM	Discuss Case (white paper) CRM	DQ11 White Paper CRM critique	Online class
14	Administration of Supply Chains Collaboration and innovation, sustainability	Lu, chapter 8	Quiz III, covers weeks 9 – 14 material	DQ12	Online class
15	Examination week, project presentation, job market discussion	-----	Final Paper, or presentation Employment in supply chains	Post only the abstract of your final paper online. (not the whole paper)	Online class

*Weekly Case Discussion

The weekly mini- cases are often promotional in nature. However, they are vignettes from the business world, shining light on how problems get solved, and they are in that sense instructional. After you have familiarized yourself with how to look at case studies by viewing the video called *Case Analysis Coach* in your Course-pack, your assignment in nearly every week is to identify the problem, critique the solution, list more options for possible solutions. Post your brief online with your DQ answers!

**Personal Biography

This assignment is due during Week One and is part of the consideration for your participation grade. For this assignment, you need to create a personal biography that can be viewed by your classmates. It is only an introduction and not more. Hence it can be short but not telegraphic, or a text message, or a tweet. Tell us your name, how you got to this point in your life, what you hope for in terms of a college experience, hobbies, interests,

and a description of the ideal job after CCV. Read all your fellow student bios and you may find a soul mate to do a joint term paper with.

Discussion Questions

The general instructions for any one of the Discussion Questions (DQ), is to:

1. Select only one (1) of three questions
2. Come to class with notes prepared to discuss the question you selected.
3. In answering these questions you are encouraged to draw on additional sources

DQ	Discussion Questions
1	<ol style="list-style-type: none"> 1. Describe the logistics value proposition 2. Why is least total cost performance not always what the customer wants 3. Comment on the statement: “a terrific location network is an economic advantage”
2	<ol style="list-style-type: none"> 1. List some of the differences between inventory management of a stand-alone manufacturing company, and of the same company as a partner in a supply chain! 2. In your own words, explain “risk pooling” and why this is a powerful tool in supply chain management. 3. What is the “bull whip” effect and what can management do about this?
3	<ol style="list-style-type: none"> 1. Consider rising fuel prices for motor carriers and how this affects a logistics network of a supply chain design 2. What rules would you apply if you had to design a distribution network for aircraft spare parts, which are generally high in value and low in both weight and volume? 3. The design of a logistics network does not happen by itself. In a typically large company, who would be involved in that design of a logistics network? List the hypothetical job titles only.
4	<ol style="list-style-type: none"> 1. In your own words please define “strategic alliance” and give an example in which you explain that which makes an alliance “strategic”. 2. List several components of the strategic framework, like adding value, for example. 3. With respect to 3PL (third party logistics), discuss one advantage and one disadvantage
5	<ol style="list-style-type: none"> 1. Compare and contrast old fashioned purchasing with modern procurement 2. What measures make up a supplier scorecard 3. Describe the relationship between JIT (Just In Time, you studied in your Operations Management course, and logistics
6	<ol style="list-style-type: none"> 1. What are the differences between a distribution center and a warehouse 2. How has NAFTA changed the trade relationship between the USA, Canada and Mexico? 3. On what basis would you qualify suppliers, if you had to do this for Wal-Mart?
7	<ol style="list-style-type: none"> 1. What happens to the managers of supply chains when product model options, colors, sizes and new products become very large? 2. Integrating suppliers into the product development process has benefits and detriments. Discuss some of these!

	<p>3. Discuss conditions under which mass customization becomes feasible</p>
8	<p>1. Consider the situation of a bicycle retailer in the State of Vermont, when and under what conditions would be a good time to raise prices, and conversely, when would be a good time to lower prices?</p> <p>2. Channel pricing happens when a company sells the same product at different prices. For example, an airline ticket bought through a website may have a different price than the same ticket bought through a travel agent. Give another example of channel pricing and state its justification.</p> <p>3. What would be the components that go into a pricing decision for an elegant evening gown? Is there a psychological component?</p>
9	<p>1. Trust among supply chain partners is very important. Distinguish between product reliability and character trust in supply chain relationships</p> <p>2. Compare and contrast team work with solo work and consider both pluses and minuses for each.</p> <p>3. There are many collaborative supply chain arrangements. Pick one and describe it</p>
10	<p>1. How is the customer retail experience improved by the use of RFID, Radio Frequency Information tags?</p> <p>2. How do SaaS (software as a service) and cloud computing aid supply chain management?</p> <p>3. How can ERP (Enterprise Resource Planning) software vendors improve supply chain management?</p>
11	<p>1. Define the loosely used term “sustainability” in the context of a supply chain. Why do customers care about this?</p> <p>2. How is Quick Response Manufacturing beneficial to customers?</p> <p>3. Assume to be in charge of a furniture making supply chain reaching from saw mill, to transport, to manufacturing and then retail. As a general manager, what customer information needs to be measured and why?</p>
12	<p>1. Select any two forecasting techniques and compare one to the other with respect to forecasting demand in a supply chain.</p> <p>2. Discuss the importance of Sales and Operations Planning as a process. (S&OP)</p> <p>3. What are the differences in forecasting for a supply chain v forecasting demand for a stand-alone operation?</p>

Wal-Mart Case (Half Century of Supply Chain Management at Wal-Mart, Ivey W12894)

The Wal-Mart case is a team project in which a team is composed of 2 to 4 students. Before starting on this project, you should view the case instruction video in your Course-Pack, perhaps view it more than once, it is called “Case Analysis Coach”. It tells you how to handle case studies.

Read the Wal-Mart supply chain case more than once in order to understand it well. Plan on writing a paper of somewhere between 10 to 15 double spaced pages not counting tables and graphics you may include. Your paper must have a short introduction in which you tell the reader what this case is all about without restating the case itself. Your paper should end with a conclusion or recommendation on the key question. That question is based solely on the case

data and entirely with respect to supply chain issues, would you recommend WMT (Wal-Mart) common stock to (a) hold, (b) sell or (c) buy as of today? Justify your answer with facts in the case itself.

The Final Research Paper

The final paper is a team research effort on the worlds' top supply chains. A research team is composed of between 2 and 4 students and your instructor will either assign you to a team or establish teams for self-enrollment.

The world's top 25 supply chains for 2012 in sequence are: Apple, Amazon, McDonald's, Dell, Proctor & Gamble, Coca-Cola Company, Intel, Cisco Systems, Wal-Mart Stores, Unilever, Colgate-Palmolive, PepsiCo, Samsung, Nike, Inditex, Starbucks, H&M, Nestle, Research in Motion, Caterpillar, 3M, Johnson & Johnson, Cummins, Hewlett-Packard, and Kimberly Clark. For more information see course reference: Hofman, D, "The Supply Chain Top 25: Raising the Bar", Supply Chain Management Review, September/October 2012, www.scmr.com.

Each team is to do the following:

1. Agree on doing a supply chain literature search on one of those 25 companies, covering the period 2005 to the present. The literature search is limited to mostly professional/academic journals including Harvard Business Review, The Economist, Sloan Management Review, for example. Try to avoid trade journals, like Business Week, and limit the search to supply chain specific topics.
2. Next, draw a map of any product or service supply chain, their partners and organization, from raw material to finished product and find out how they measure success.
3. Devote a few paragraphs to one of the following topics we covered during this course, namely: integration, strategic alliance, pricing, network planning, information technology, demand forecasting, collaboration and teams, supply chain models and analytics.
4. Your team paper should be between 5 and 10 pages long not counting references and graphics. Each paper should contain an abstract, an introduction, the main body, a conclusion and observation, and the reference section made up of material you actually read and used, in APA format.
5. Be prepared to present your paper in class on the occasion of the last session.

Plagiarism:

CCV is committed to a policy of honesty in academic affairs. Students are expected to do their own academic work. Consequently, any form of cheating or plagiarism constitutes unacceptable academic dishonesty. Such academic misconduct will not be tolerated and therefore will be penalized according to the seriousness of the infraction, in conformity with the standards, rules, and procedures of CCV.

Definitions:

- *Plagiarism*, as defined by the Little, Brown Essential Handbook for Writers, 4th edition, is “the presentation of someone else’s ideas or words as your own. Whether deliberate or accidental, plagiarism is a serious offense” (Aaron, 2001).
- *Deliberate plagiarism* is “copying a sentence from a source and passing it off as your own and, summarizing someone else’s ideas without acknowledging your debt, or buying a term paper and handing it in as your own” (Aaron, 2001).
- *Accidental plagiarism* is “forgetting to place quotation marks around other writer’s words, omitting a source citation because you’re not aware of the need for it, or carelessly copying a source when you mean to paraphrase” (Aaron, 2001).

For additional information on the subject, please consult (Aaron, 2001) and (USNA, 2004) in the reference section of this document.

Community College of Vermont

BUS – 2160 V Supply Chain Management and Logistics

Cover Sheet for All written Assignments

For Course: BUS – 2160 Supply Chain Management and Logistics

Submitted to: *Instructors' name*

Submitted by: *(student name, all names in case of team project)*

(student's email address)

Work phone number

Home phone number

Date of Submission:

Title of Assignment:

CERTIFICATION OF AUTHORSHIP: I certify that I am (we are) the author(s) of this paper and that any assistance I (we) received in its preparation is fully disclosed in this paper. I (we) have also cited sources from which I (we) used data, ideas or words, either quoted directly or paraphrased. I (we) have added quotes whenever used more than three consecutive words from other authors. I(we) certify in addition, that this paper was prepared for this course by me (us).

Student's Signature: _____

Student's Signature: _____

Student's Signature: _____

Student's Signature: _____

Date:

Instructor's Grade:

Instructor's comment: