Syllabus
MBA 723-001: Supply Chain Management
Spring 2014

Course Instructor: Professor Cheryl Druehl
Office: Enterprise Hall 152
Telephone: Office: 703-993-9760
Office Hours: Before/after class by appointment
Email: cdruehl@gmu.edu
Course Meeting Times: Tuesdays 7:20-10:00 pm
Course Meeting Place: Fairfax Robinson Hall B108

Course Materials: 1) Course Reader available at Harvard Cases: https://cb.hbsp.harvard.edu/cbmp/access/24085404
(buy used or available as e-book from course smart http://www.coursesmart.com/supply-chain-management-strategy-planning/sunil-chopra-peter-meindl/dp/9780132743969
Also available on Kindle and Nook)
3) Articles from library
4) Supply chain games, info coming

Course Web Page: On Blackboard (BB) https://mymasonportal.gmu.edu

Course Description:
This course explores the key issues associated with the design and management of Supply Chains (SC), providing an overview of the concepts and decision processes in effectively managing the flow of goods, services, and information in a global environment. Firms today are procuring, producing, and selling globally, requiring ever increasing amounts of coordination within the firm and with supply chain partners. Technology has provided the ability to “see” the supply chain and share information with partners. Huge gains have been achieved by some firms, such as Wal-Mart and Dell, through supply chain innovations, thrusting the strategic as well as financial importance of the supply chain to the fore. This course provides an introduction to the concepts and methods of supply chain management, which involve the application of frameworks and mathematical modeling tools to supply chain management problems.

Prerequisites:
Admission to MBA program.
It is assumed that each student is familiar with EXCEL.
Program Learning Goals:
1. Teaming & Leading: Our graduates will demonstrate the team leadership and interpersonal skills needed to form, lead, and work effectively on diverse organizational teams.
2. Analytical Decision Making: Our students will demonstrate the ability to analyze uncertain complex management situations using appropriate tools, techniques and information systems for decision-making.
3. Knowledge of Functional Business Disciplines: Our graduates will demonstrate the ability to integrate knowledge from all functional areas of business into a meaningful firm-level perspective.
4. Global Understanding: Our graduates will demonstrate a perspective on how businesses operate in the global environment.
5. Communication Skills: Our graduates will demonstrate written, oral and presentations skills necessary to explain problems and solutions effectively and persuasively.
6. Ethics and Social Responsibility: Our graduates will have a sense of professional and social responsibility in the conduct of managerial affairs.

Specific Course Objectives:
Given the nature of the global economy, the purpose of this course is to assist students in developing an understanding of the issues, principles, tools and decision processes involved in designing and effectively managing an integrated global supply chain system. The course will synthesize supply chain and operations thinking. Students will be able to:
- Describe and explain fundamentals of SC.
- Describe SC best practices.
- Propose business solutions in written and verbal form for problems confronting supply chain managers.
- Utilize and apply analytical models to global supply chain design and management.
- Identify current issues in global supply chain management such as sustainability and risk management through cases and news articles.
- Describe the evolving impact of globalization on supply chain management.

Academic Integrity
George Mason University shares in the tradition of an honor system that has existed in Virginia since 1842. The Honor Code is an integral part of university life. On the application for admission, students sign a statement agreeing to conform to and uphold the Honor Code. Students are responsible, therefore, for understanding the provisions of the code. In the spirit of the code, a student's word is a declaration of good faith acceptable as truth in all academic matters. Cheating and attempted cheating, plagiarism, lying, and stealing of academic work and related materials constitute Honor Code violations. To maintain an academic community according to these standards, students and faculty must report all alleged violations of the Honor Code to the Honor Committee. Any student who has knowledge of, but does not report, an Honor Code violation may be accused of lying under the Honor Code. All students are expected to adhere to this code. All acts of academic dishonesty will be dealt with in accordance with the provisions of this code. For more information on the University’s Honor Code, please visit http://honorcode.gmu.edu/.

For practical purposes, the meaning of the code for this class is:
- Cheating on exams is not allowed.
- Case, project, and simulations comprise original ideas from the team members.
  No use of Internet or previous semester(s) papers/presentations.

**Safe Assign:**
In order to develop student writing skills, and teach students more about plagiarism, SafeAssign will be used in this class. Students are expected to submit their assignments to SafeAssign prior to submitting their assignments to the professor.

**Special Needs:**
Any student with special needs should bring them to the instructor’s attention no later than the second week of class. For students with any disabilities, please also contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS. For more information, please visit ODS’s home page: [http://www.gmu.edu/student/drc/index.html](http://www.gmu.edu/student/drc/index.html)

**Attendance:**
It is expected that each student be prepared for class including having prepared assigned material. In addition, it is expected that each student be in attendance at each class session. Missing classes and tardiness will negatively affect your class participation grade. Let the instructor and your teammates know in advance, should you have to miss a class.

**Class Procedure:**
The class consists of a mix of lectures, discussions, cases, and games. Students are encouraged to discuss their own work experience when relevant to the class material, even during lectures. Please bring and use your name tents for each class. Please read the assigned articles and chapters before class. In addition, there will be several case studies during the semester for which you should come fully prepared. See the section on case studies. This course includes both quantitative and qualitative content. Practice problems may be assigned periodically to enhance understanding of course materials. A solution will become available on course website in the following week. Problems will not be collected and graded. Students are encouraged to discuss their answers in small groups and/or to stop by office hours to assure full understanding of course materials.

**Examinations:**
At the end of the semester during the university assigned exam period, there will be a final. The exam is cumulative; it will cover all course material.

**Questions:**
All students are encouraged to bring questions, concerns and comments to my attention as soon as they arise. *Please do not wait!* Once final grades are submitted, changes to grades will only be made to correct errors in tallying scores. In addition, there is a feedback section on BB under Discussion Board that allows anonymous comments to encourage your feedback.

**Case Studies:**
Case studies provide excellent hands-on opportunities for students to apply skills learned in this course, as well as others from your MBA. For each case you should read it, attempt the analysis and come prepared with your recommendation. I may cold call students to ask them to present solutions. In preparing a case, students may neither use
notes from any sources (such as the Internet and previous classes) nor obtain help from anyone other than your classmates. For each case, I will post suggested questions to consider. In addition, there will be one to two questions posted on BB to which you must respond for EVERY case (8 in total). Each of these responses should be ½ to 1 page in length and thoroughly address the specific questions posed. If there is any quantitative analysis, you must do it to receive full credit. Each response will be worth 25 points.

Class Participation:
Class Participation is taken seriously. I expect all class members to come to class, be prepared, and to discuss the cases or material assigned. Class participation is a large part of your grade so please come to class prepared and contribute.

Online Class Participation:
Additionally, there will be an online portion of class participation. You are required to post at least 2 articles over the semester (by 4/27 midnight) and comment (seriously and in a useful manner) on at least 3 more (by 4/27 midnight). Posting should include a 2 paragraph summary of the article, another paragraph on why it’s interesting and/or useful and the link/source information to the article. The idea is to get a lot of exposure to supply chain management without having to read every news source personally!

Supply Chain Games:
During the course we will play 2 online games. For these, please form a team of 4 by the second week of class and email me the team information. If you are not in class, you cannot participate in these games.

The first, the Beer Game (online), has no deliverable (and no points other than participation).

The second game is the SC game and will be fast paced as we are playing it in class. One week after the game a write up is due (one per team). This is a two to four page memo (plus any analysis spreadsheets, do not just copy data from the program), describing what your teams' strategy, what your team did and why during the game, what you should have done (if different from what you did) using analysis and concepts from operations and supply chain management to justify your decisions. Grading is out of 170 points for the supply chain game: 30 based on participation, 50 based on your profits, and 90 based on your write up.

Grading:
The course grade will be out of 1000 points. The breakdown is as follows. Your total point score out of 1000 determines your final letter grade. There will be no extra credit.

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resume and Picture</td>
<td>10</td>
<td>1%</td>
</tr>
<tr>
<td>SC Game</td>
<td>170</td>
<td>17%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>170</td>
<td>17%</td>
</tr>
<tr>
<td>Online Participation</td>
<td>100</td>
<td>10%</td>
</tr>
<tr>
<td>Individual Case Responses (8)</td>
<td>200</td>
<td>20%</td>
</tr>
<tr>
<td>Final</td>
<td>350</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>1000</td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Grading Scale:** A = 90–100; B = 80–89.x; C = 70–79.x; F = 0–69.x. (+/- system used)
<table>
<thead>
<tr>
<th>CLASS</th>
<th>DAY</th>
<th>DATE</th>
<th>TOPIC</th>
<th>DUE</th>
<th>READING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>T</td>
<td>1/21</td>
<td>Introduction to Supply Chain Management Supply Chain Metrics</td>
<td>Resume and picture via BB</td>
<td>Chapter 1-3 Chopra Meindl</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>on 1/21</td>
<td>“Outcome Driven Supply Chains” “Supply Chain Cash”</td>
</tr>
<tr>
<td>2</td>
<td>T</td>
<td>1/28</td>
<td>SC Drivers 7-11 Japan Case (read case in book and in Harvard course pack)</td>
<td>7-11 Response</td>
<td>Chapter 3 Chopra Meindl 7-11 Japan Cases</td>
</tr>
<tr>
<td>5</td>
<td>T</td>
<td>2/18</td>
<td>Location Decisions Intel Case</td>
<td>Intel Response</td>
<td>Chapter 6 Chopra Meindl Intel Case</td>
</tr>
<tr>
<td>7</td>
<td>T</td>
<td>3/4</td>
<td>AES Case Strategic Sourcing</td>
<td>AES Response</td>
<td>AES Case Chopra Meindl Chapter 15 Hand out on strategic sourcing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Spring Break 3/10-3/14</td>
</tr>
<tr>
<td>8</td>
<td>T</td>
<td>3/18</td>
<td>Supplier certification Metalcraft Supplier scorecard</td>
<td>Metalcraft Response</td>
<td>Chopra Meindl Chapter 15 Metalcraft Case</td>
</tr>
<tr>
<td>9</td>
<td>T</td>
<td>3/25</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>10</td>
<td>T</td>
<td>4/1</td>
<td>YoWear Case Newsvendor Model and Contracts Bring laptop</td>
<td>YoWear Response</td>
<td>Chapter 10 YoWear case Chapter 13, 15.6 Chopra Meindl Note on supply chain Coordination and contracts</td>
</tr>
</tbody>
</table>
** Obtain articles from the library web site.

Where to find the chapters and cases:

<table>
<thead>
<tr>
<th>Object</th>
<th>Where?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chopra Meindl Chapters</td>
<td>Textbook</td>
</tr>
<tr>
<td>7-11 Case Stanford GS-18</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>Zappos Case Harvard 9-610-015</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>Intel Case Harvard 9-713-406</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>Lou Pritchett Case Harvard 9-907-011</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>AES Case Darden UV3547</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>Metalcraft Case Harvard 9-102-047</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>Yo Wear Case Darden UV3964</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>Note on supply chain Coordination and Contracts</td>
<td>Darden  &lt;br&gt;<a href="http://store.darden.virginia.edu/supply-chain-coordination-and-contracts">http://store.darden.virginia.edu/supply-chain-coordination-and-contracts</a></td>
</tr>
<tr>
<td>Darden UVA-OM-1442 by Gal Raz</td>
<td>Darden course pack</td>
</tr>
<tr>
<td>Green Supply Chains Darden UVA-ENT-0136</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>Carbon footprints Harvard 9-611-075</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>Han Solar case Berkeley B5723</td>
<td>Harvard course pack</td>
</tr>
<tr>
<td>Articles</td>
<td>From the library e-journal search, see below.</td>
</tr>
</tbody>
</table>

Article Information:


“Don’t Tweak Your Supply Chain: Rethink It End to End” by Hau Lee, HBR October 2010.


“Design for the environment: Lifecycle approach using a newsvendor model” by Raz, Druehl, and Blass, Production and Operations Management, 22(4) 2013. On BB.

Other books in which you may be interested:

4. Business Logistics Management by Ronald H. Ballou
5. Inventory Management and Production Planning and Scheduling by Edward A. Silver, David F. Pyke, and Rein Peterson
6. Clock Speed by Charles H. Fine
7. Mass Customization by B. Joseph Pine
9. Towards a Better Supply Chain by Charles C. Poirier
10. Time Based Competition by Joseph D. Blackburn
11. Competing Against Time by George Stalk, Jr. and Thomas H. Hout
12. Cradle to Cradle by William McDonough and Michael Braungart
13. The Goal by Eli Goldratt
14. The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage by Yossi Sheffi