Logistics and Supply Chain Management  
SCM-620-11  
Fall 2006

Place and Time
Class will be held in Room 216, Joseph M. Bryan School of Business and Economics, 6:30 – 9:30pm on Tuesday.

Faculty Member
Barry Markus  Email: bwmarkus@uncg.edu  
Secondary Email: barry.markus@saralee.com

Department of Information Systems and Operations Management, 470 Joseph M. Bryan School of Business and Economics

Phones: UNCG 336-334-4982  336-334-4083 (Fax)  
Sara Lee  336-519-5026

Note: my Sara Lee email account is monitored most of the time, and is often the quickest way to contact me.

Office Hours
Standing office hours to be announced. Please contact me to schedule an appointment.

Catalog Description of the Course
The course examines the role of supply chain in operations management. The course is divided into four broad categories: Purchasing, Operations, Distribution and Competitive Advantage.

Pre-Requisite Courses
SCM302 (Operations Management). A grade of C or better in SCM302 is required.

Reading Materials
Required textbook for the class is Principles of Supply Chain Management by Wisner, Leong and Tan. The text is available for purchase at the UNCG Bookstore, located in the Elliott University Center. Additional readings will be posted to Blackboard. Students should read assigned materials prior to attending each class session.

Cognitive Course Objectives
Upon completing this course, the student should:
1. Understand the concepts of supply chain management and its importance;
2. Distinguish between the three main phases of SCM: sourcing, production and distribution;
3. Discuss the strategic role of SCM in the attainment of organizational goals;
4. Describe important factors in supplier selection, maintenance and evaluation;
5. Recognize important Purchasing issues in SCM;
6. Explain the concepts of distribution management including requirements planning, warehousing, location, packaging, and transportation;
7. Discuss the concepts of Lean Manufacturing and its relationship to SCM;
8. Describe the importance of collaborative planning, forecasting and replenishment systems in SCM;
9. Analyze different forecasting methods for demand and production planning;
10. Demonstrate understanding of aggregate production planning, including staffing level planning and management of demand variability;
11. Discuss relevant international issues in SCM;
12. Apply concepts learned in the course to different industries and environments;
13. Demonstrate understanding of use of SCM for competitive advantage.

Students are encouraged to complete the APICS certification review courses, and sit for the certification exam, concurrent with or shortly after completing this course.

**Grading**
Students may request to review their grades at any time during the course; please arrange to meet with the instructor. Grading will be based on the following components and weights:

<table>
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<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Examination</td>
<td>100</td>
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<tr>
<td>Short Paper</td>
<td>35</td>
</tr>
<tr>
<td>Group Project or Research Paper</td>
<td>65</td>
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<tr>
<td><strong>Maximum</strong></td>
<td><strong>200 points</strong></td>
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Grades will be assigned on the following "absolute" scale (i.e., there will not be any "curving"):

- A 180
- A- 176
- B+ 172
- B 164
- B- 156
- C+ 140
- C 146
- C- 138
- D+ 134
- D 126
- F 120
**Test**
The Test will be in class and closed-book. Test content will be taken from the text, assigned readings and class discussions. Tests will be closed book and closed notes. Questions will consist of short answer and essay. Tests will be graded and returned at the next class meeting. A student may appeal a grading decision within one week of the grade assignment. Grade appeals must be submitted in writing or by email.

**Group Project**
The purpose of this project is to analyze an industry and develop a SCM strategy to help one or more of the contender firms “unseat the incumbent”. The “incumbent” is the leading firm; the challenging firms must identify which SCM techniques could enable one or more of the contender firms to effectively compete against – and ultimately surpass – the incumbent. For example: in the personal computer industry (in 2006), how could HP use the SCM principles taught in this course to overtake Dell? Or, how could General Motors use SCM principles to successfully compete against Toyota? An example of this “problem” is provided in the story of how UPS used SCM to effectively compete against Federal Express in the course reading “UPS Moves Ahead”.

This will require research into industry structure, business history, products, SCM history, and current strategies (including strengths and weaknesses) of both the leader and the contender firms. It will require analysis of customers, including their respective industry structure, current expectations and requirements, demand patterns, and recent and predicted trends. It will require analysis of technology impacts on the industry, such as impact of the internet or customer-direct ordering. It will require analysis of substitute products or services. It will require developing an SCM strategy that based published information, should enable the contender to effectively compete against the leader’s strategy. Each team will develop and present their findings to the class in a Powerpoint or similar presentation software on November 28. On that night, the teams will deliver their presentations to the class, and turn them in to the instructor. Each student will, individually and privately, prepare and submit the peer evaluation form to evaluate their own performance and their opinion of each team members’ performance.

Presentations will receive an overall grade based on organization, clarity, effective delivery, persuasiveness, and quality of research. Individual members of the group will receive a grade based on the overall grade, plus the peer evaluations submitted by their teammates. Individual grades may be higher or lower than the group grade, depending on the peer evaluations.

Groups are encouraged to collaborate on all aspects of the group project except the peer evaluation.

**Suggested process:**

1) Form a group of three to four members. Meet to agree on a subject industry such as Consumer Packaged Goods, Branded Pharmaceuticals, Recreational Equipment, Package Delivery, etc. Submit the names of the group members and the chosen industry to the professor by October 24, 2006.

2) Determine group availability for meeting times and places. Assess group interests on the type of topic and specific organizations to be studied. Plan to meet at least once a week throughout the semester. It is expected that each individual contributes his/her fair share to
the project throughout the semester. Please submit separately (not as a group) the Peer Evaluation Form (duly filled in) by November 28, 1998.

3) Identify the top 3-4 companies in the industry. Divide these companies among team members. Each member will research their assigned company or companies and then meet with the team to share results. Use creativity in this research process; start with the internet, but consider additional research options. Students may contact their companies directly, for example.

4) Students should identify SCM strategies of the top companies, especially that of the industry “incumbent” (leader). Through discussion and study, each group should develop a set of strategies that could enable one or more of the contender firms to offset the incumbent’s lead and potentially become the new leader. Strategies should demonstrate understanding and applications of the principles taught in this course, applied to the selected industry.

5) Groups are encouraged to “divide and conquer” the work using sound time management practices. Carefully plan the work to be done; assign individual tasks to team members; review and update the plan periodically to keep it current and ensure the group is on track to on-time completion; and follow up with team members using the work plan. For example, one member might agree to analyze the leader’s SCM strengths and weaknesses; another might agree to develop the presentation; another could develop a particular SCM strategy; and so on.

6) Groups should meet as often as necessary to ensure that quality work will be completed by the due date.

7) Groups should meet early in the course to discuss the preparation of the final presentation and its delivery in class.

8) The final presentation (in electronic and hard copy forms) should be turned over to the faculty member (at the beginning of the class period) on November 28, 2006. Late submissions will not be accepted.

Short Paper

One short paper will be submitted. The short paper should be minimum three to four pages (double spaced), addressing the application of concepts reviewed in the course to specific companies or business problems. Material from the supplemental course readings can and should be included where appropriate. Please list all references.

Topic for the paper will be selected from these general areas:

- Demand in SCM
- Enterprise Systems (e.g., ERP) in SCM
- “Lean or Green”; Lean Manufacturing or Environmental Strategy in SCM

Papers will be graded on organization, clarity, completeness, and content. Papers may be electronically submitted by the due date of October 31, 2006. Late submissions will not be accepted without prior approval of the instructor.
Research Paper
Students will have the option of choosing either the Group Project or the Research Paper. The Research Paper parameters will be identical to the Short Paper described above, except that the Research Paper should be a minimum of twelve pages (double spaced). Also, the Research Paper should reflect more intensive exploration of a topic than the Short Paper, appropriate to a post-baccalaureate or Master’s student.

Re-Examination Policy
As a rule, re-examinations will not be permitted. Absence from examinations due to illness, summons to jury duty, or other compelling reason should be submitted to the instructor with appropriate documentation. Requests for re-examinations must be discussed with the instructor promptly after the missed exam to determine if a policy exception will be granted.

This class will emphasize the following categories of topics:

Oral and written communications content
Oral and written communications for this course are evidenced through student submissions of short papers, examinations, group projects and class attendance and participation.

Technology Applications
This course has a substantial technology component. Students will be expected to use the internet to complete projects, papers and other class assignments. Spreadsheets (e.g. Microsoft Excel) will be utilized to illustrate analytical decision-support models. Presentation software (e.g. Microsoft Powerpoint) is required for presenting the Group Projects. Short Papers must be prepared using word processing software such as Microsoft Word. Students will be expected to use appropriate information technology when completing assignments.

Ethical Perspectives
Although specific coverage of ethical issues is not included in scope of this course, the student will be made aware of ethical considerations in the field of supply chain management.

Global Perspectives
This course will spend considerable time addressing global supply chains and the importance of global perspective in supply chain management.

Demographic Diversity Perspectives
Cultural impacts and considerations of different global work forces will be discussed in the course.
Political, Social, Legal, Regulatory & Environmental Perspectives

Some time will be devoted to political, social, legal, regulatory and environmental issues in supply chain management.

Instructor’s Responsibilities

- To provide the student with course syllabus containing policies and expectations
- To be prepared to cover course material during class sessions
- To conduct full and informative class sessions
- To provide a classroom environment that is conducive to student participation and learning
- To review all submitted student assignments
- To test students’ knowledge of subject matter
- To administer an effective, equitable grading system
- To be available to students outside of class hours, upon request.
- To respond promptly to student emails and phone calls and messages.

Student’s Responsibilities

- To understand and observe class syllabus
- To complete and retain all assigned readings
- To attend class regularly, arrive on time, not leave early, and avoid disrupting class
- To monitor Blackboard and UNCG Email regularly for updates and other communications.
- To submit assignments on time as requested
- To make up class material in the event of absence
- To participate in class through discussions, questions, active listening and respect for the comments and questions of others
- To keep the instructor informed on a timely basis of specific areas of satisfaction or dissatisfaction with the progress and content of the course.

Honor Code

The instructor expects students to know and abide by the UNCG Honor Code in all matters pertaining to this course. Violations of the Code will be grounds for failing the course and possible disciplinary action. If you are not sure about whether an activity would violate the code or not, please ask the instructor.
**Tentative Class Schedule**

The schedule below is tentative and may be adjusted according to actual classroom progress. Some topics may require more time than planned, while others may require less. Depending on class composition and interest, some areas may be expanded and others may be shortened. The instructor will from time to time schedule guest speakers to supplement class content from the practitioners’ perspective. If a student misses class for any reason, they should contact a classmate or the instructor for specific assignments.

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<tr>
<th>Week of</th>
<th>Topic</th>
<th>Reading Assignment</th>
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<tbody>
<tr>
<td>October 17</td>
<td>Transportation</td>
<td>Chapter 9</td>
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<tr>
<td>October 24</td>
<td>Customer Relationship Management</td>
<td>Chapter 10</td>
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<td>October 31</td>
<td>Facility Location; Short Paper 2 Due</td>
<td>Chapter 11</td>
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<td>November 7</td>
<td>Purchasing Management (Guest Speaker – P. Usherwood)</td>
<td>Chapter 2</td>
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<td>November 14</td>
<td>Strategic Sourcing (Guest Speaker – P. Usherwood)</td>
<td>Chapter 4</td>
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<tr>
<td>November 21</td>
<td>Managing Supplier Relationships; Short Paper 3 Due (Guest Speaker – P. Usherwood)</td>
<td>Chapter 3</td>
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<td>November 28</td>
<td>Future of Supply Chain Group Presentations; Groups turn in presentations and members turn in peer evaluations; Examination</td>
<td>Chapter 15</td>
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<td>December 5</td>
<td>(no class)</td>
<td>Chapter 3</td>
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<tr>
<td>December 12</td>
<td>(no class)</td>
<td>Chapter 3</td>
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<td>Article: UPS Moves Ahead</td>
<td>Article: Contract Management: A Core Component…</td>
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<td>Article: Network Design: A Total Cost View</td>
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<td>Article: DDSN Primer</td>
<td>Article: The Value of Green</td>
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