

RCSC 350

Supply Chain Management

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Office Hours:
Please use the link below for all office appointments:
<https://www.timetrade.com/book/B17FN>

Course Materials: Supply Chain Management, From Vision to Implementation, Fawcett, Ellram and Ogden, Prentice Hall, Upper Saddle River, N. J., 2007.

Course Reading Packet – available via Harvard Business School Press.
Link: <https://cb.hbsp.harvard.edu/cbmp/access/23414340>

Suggested Materials: Standard or Financial Calculator (Hewlett Packard/Texas Instruments)

Course Description: Global Supply Chain Management (SCM) examines the theories and practices used to design, plan, organize and manage seamless, value-added processes across organizational and geographic boundaries. We will view exchange relationships from a strictly physical sense (movement of goods and services) as well as address shifts from cross-functional to cross-enterprise, supply-to-demand focus and cost reduction. We also study breakthrough business models that create competitive advantages and meet the real needs of the end customers.

Learning Objectives: At the conclusion of the course, the student will be able to:

- To develop an appreciation of the strategic value of Global Supply Chain Management.
- To develop an understanding of the elements of design critical to position the supply chain to achieve competitive advantage.
- To understand supply chain management's role in enhancing customer fulfillment.
- To emphasize systems thinking and process management as the foundation for supply chain management.
- To understand the contribution of strategic sourcing to the competitive advantage of a firm.
- To understand the role of information technology and data management in effective supply chain management.
- To understand the impact of globalization on supply chain management.
- To identify current trends and best practices in supply chain management.
- To demonstrate skills and concepts learned via a comprehensive team project—analysis of supply chain practices, individual projects and other practical application exercises.

Grade Policy: The weights for the various elements of the course will be as followed:

Evaluation Component	Grade Weight
Case Quizzes	20%
Case Analyses	20%
Case Discussions	30%
Tests	
<i>Concepts - Essay/Short Answer (In-Class)</i>	20%
<i>Terms - Multiple Choice (Online)</i>	10%

Course Grade Distribution	
A	> 90.0%
B	> 80.0%
C	> 70.0%
D	> 60.0%
E	Below 60.0%

The course may be curved based on total class performance so the above grade distribution may change at the end of the semester. If changed, it will only be lowered; not increased. Please note that final calculated grades **WILL NOT BE ROUNDED UP**. If, for example, a 90.0% is the final cutoff for an A in the class, a raw score of 89.95% will receive a “B”; not an “A”.

Lecture Outline

At the end of the syllabus as well as posted under “Content” in D2L is a detailed course schedule. As necessary, this will be updated throughout the semester. Any such changes will be announced either or both in class or in D2L/email.

Course Activities

The following section describes the activities that will take place during the semester. As indicated, most of these are graded but others are simply required though not graded activities. Where indicated, additional information will be forthcoming.

NOTE: Unless stated otherwise, all assignments are to be submitted within the course’s D2L site. Most of these will be made via the Dropbox module with individual folders for each assignment. There will be two folders; one for assignments submitted by the correct time and date and another folder for late submissions. **EMAILED OR HARD COPY SUBMISSIONS WILL NEITHER BE ACCEPTED NOR GRADED.** Students are responsible for making sure submitted papers are uploaded by the given time.

- **Case Quizzes:** Each case covered in the course will have a short online quiz that covers the main topic of the case. Each case will have two to four prep questions to guide a student’s reading and preparation of the case. These will be the questions in the quiz from which students will randomly be assigned one question. **PLEASE NOTE:** *Students should ONLY answer the quizzes on which they DID NOT complete the full case analysis as outlined below. If a student writes both the quiz and the full case study on the same case, one will not receive credit for the quiz so students should make sure they only write on the cases on which they do not complete the full case. (20% of final grade)*
- **Case Analyses:** Students will select two cases on which to write a one-page analysis. For these cases, students will not be required to complete the case quiz. *(20% of final grade)*

- **NOTE:** Case write-ups must be single spaced, in a standard font, 11 point minimum, with maximum margins of 0.75 inches on all sides and **MAY NOT EXCEED ONE (1) PAGE**.
- **NOTE:** Cases that exceed one (1) page will have two (2) points deducted from their score; cases that are uploaded past the stated deadline will have ten (10) points deducted from their score. Each student is responsible for ensuring that their case successfully is loaded into the appropriate D2L dropbox. Late submissions should be uploaded to the Late Case Submission dropbox folder in D2L.
- **NOTE:** All case submissions will be automatically uploaded and assessed by Turnitin.com for plagiarism. Individual student write-ups will be analyzed in comparison to all previous student papers enrolled in the course as well as other papers available on the internet. If a case analysis is shown to be significantly drawn from other papers, students will be subject to the UA Code of Academic Integrity.
- **Case Discussions:** Each case will be covered in one or two day case discussions. Students – whether they prepared the full case analysis or not – should come fully prepared to discuss the case in class. This is an integral part of learning the decision-making and strategy development process in global supply chain management. A student’s contributions during these case days will be assessed primarily on the content of one’s analysis though frequency of contribution is also of value. The content of a student’s participation should be based on thorough analysis of the case and the effective presentation of that analysis and associated opinions.

Students will also complete self-evaluations of their case day participation after each case. The instructor will use these evaluations in determining a student’s final case discussion grade. It is important, though, that students not unreasonably inflate their own self-evaluations in the hope that it will increase their item and overall course grade. These self-evaluations will only be used in one’s final grade determination if they show honest and critical reflection on one’s case discussion performance. (30% of final grade)

Case Discussion Self-Evaluation		
Name:	Case:	Date: / /
A	Instructions: Evaluate your overall contribution by placing an "X" above the dotted line where you believe it matches its combined extent/amount and insight/value.	
	Extensive/Significant Value	Minimal/Lesser Value
B	Instructions: Evaluate up to two of your comments by writing a brief description of the topics you addressed (five words or fewer) in individual boxes below. Place your descriptions in the boxes that correspond to the statement(s) that you believe best describes the value and length of your comments. Indicate if these comments were "cold calls" (i.e., you did not raise your hand) or were voluntarily offered.	
	Comment 1: <input type="checkbox"/> Cold Call; <input type="checkbox"/> Voluntary	Comment 2: <input type="checkbox"/> Cold Call; <input type="checkbox"/> Voluntary
6	Comment of significant value/extended	
4	Comment of significant value/brief	
4	Comment of better than average value/extended	
2	Comment of better than average value/brief	
2	Comment of average or less value/extended	
1	Comment of average or less value/brief	
0	No comment/passed	
C	Instructions: Indicate any special contributions you may have made by placing a check in the box next to the specific item. Check if you covered any of these special topics): <input type="checkbox"/> - Case Introduction; <input type="checkbox"/> - Case Topic Introduction; <input type="checkbox"/> - Case Wrap-up/Take aways	

- **Section Tests:** There will be both essay/short answer and multiple choice tests covering the three main elements of the course that are represented by the major sections from the required text. Each section will have two tests – one administered in class and the second one administered online through D2L. The two tests will be administered proximate to one another and at the conclusion of each section’s lectures.

- **In-Class Tests - Concepts:** At the conclusion of each major section of the course and text, an in-class test will be administered that will cover the major concepts in the respective sections. These will be short answer/essay style tests. These will require students to interpret and analyze the major concepts covered in the respective chapters. *(20% of final grade)*
- **Online Tests - Terms:** In addition to the essay/short answer tests, administered in class, there will be three multiple choice tests. These tests will cover the definitions of key supply chain management terms from the text. Students will take these tests immediately prior to the in-class concept tests. *(10% of final grade)*

Class Schedule - Tentative

Day	Class Date	Class Type	Subject/Case Title
W	15-Jan	Lecture	Class Introduction
F	17-Jan	Lecture	Chp. 1 - Supply Chain Management and Competitive Strategy
W	22-Jan	Case Discussion	<i>Half a Century of Supply Chain Management at Walmart</i>
F	24-Jan	Case Discussion	<i>Half a Century of Supply Chain Management at Walmart</i>
M	27-Jan	Lecture	Chp. 2 - Customer Fulfillment Strategies
W	29-Jan	Case Discussion	<i>Zappos.com: Developing a Supply Chain to Deliver WOW!</i>
F	31-Jan	Case Discussion	<i>Zappos.com: Developing a Supply Chain to Deliver WOW!</i>
M	3-Feb	Lecture	Chp. 3 - Process Thinking: SCM's Foundation
W	5-Feb	Case Discussion	<i>Pharmacy Service Improvement at CVS (A)</i>
F	7-Feb	Lecture	Chp. 4 - The New Product Development Process: Managing the Idea Infrastructure
M	10-Feb	Case Discussion	<i>Classic Knitwear and Guardian: A Perfect Fit?</i>
W	12-Feb	Case Discussion	<i>Classic Knitwear and Guardian: A Perfect Fit?</i>
F	14-Feb	Lecture	Chp. 5 - The Order Fulfillment Process: Managing the Physical Flow Infrastructure
M	17-Feb	Case Discussion	<i>RFID at the METRO Group</i>
W	19-Feb	Case Discussion	<i>RFID at the METRO Group</i>
F	21-Feb	Test	Test #1 - Chapters 1 to 5
M	24-Feb	Lecture	Chp. 6 - Scanning and Global Supply Chain Design
W	26-Feb	Case Discussion	<i>VF Brands: Global Supply Chain Strategy</i>
F	28-Feb	Case Discussion	<i>VF Brands: Global Supply Chain Strategy</i>
M	3-Mar	Lecture	Chp. 7 - Supply Chain Mapping
W	5-Mar	Case Discussion	<i>Amazon.com's European Distribution Strategy</i>
F	7-Mar	Case Discussion	<i>Amazon.com's European Distribution Strategy</i>
M	10-Mar	Lecture	Chp. 8 - Strategic Supply Chain Cost Management
W	12-Mar	Case Discussion	<i>Wills Lifestyle in India</i>
F	14-Mar	Case Discussion	<i>Wills Lifestyle in India</i>
Spring Break			
M	24-Mar	Lecture	Chp. 9 - Core Competencies and Outsourcing
W	26-Mar	Case Discussion	<i>Crocs: Revolutionizing an Industry's Supply Chain Model for Competitive Advantage</i>

F	28-Mar	Case Discussion	<i>IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (A)</i>
M	31-Mar	Lecture	Chp. 10 - Supply Chain Rationalization and Role Shifting
W	2-Apr	Case Discussion	<i>Exel plc-Supply Chain Management at Haus Mart</i>
F	4-Apr	Test	Test #2 - Chapters 6 to 10
M	7-Apr	Lecture	Chp. 11 - Relationship Management
W	9-Apr	Case Discussion	<i>Unsafe for Children: Mattel's Toy Recalls and Supply Chain Management</i>
F	11-Apr	Lecture	Chp. 12 - Information Sharing
M	14-Apr	Case Discussion	<i>Polo Ralph Lauren and Luen Thai: Using Collaborative Supply Chain Integration in the Apparel Value Chain</i>
W	16-Apr	Case Discussion	<i>Polo Ralph Lauren and Luen Thai: Using Collaborative Supply Chain Integration in the Apparel Value Chain</i>
F	18-Apr	Lecture	Chp. 13 - Performance Measurement
M	21-Apr	Case Discussion	<i>Supply Chain Optimization at Hugo Boss (A)</i>
W	23-Apr	Lecture	Chp. 14 - People Management: Bridge or Barrier to SCM
F	25-Apr	Case Discussion	<i>West Marine: Driving Growth Through Shipshape Supply Chain Management</i>
M	28-Apr	Lecture	Chp. 15 - Collaborative Innovation
W	30-Apr		Flex Day - available for speakers/class trips
F	2-May		Flex Day - available for speakers/class trips
M	5-May		Flex Day - available for speakers/class trips
W	7-May	Test	Test #3 - Chapters 11 to 15

Course/University Policies

Attendance: Attendance will be taken daily based either on a signup sheet/list or completion of an in-class activity. Students who have more than **three** unexcused absences may result in an entire lost letter grade. It is each student's responsibility to make certain he or she indicates their attendance on the signup sheet but actual attendance is based on being in class for the entire period (e.g., signing the sheet and then immediately leaving is a missed class)

- All holidays or special events observed by organized religions will be honored for those students who show affiliation with that particular religion.
- Absences pre-approved by the UA Dean of Students (or Dean's designee) will be honored.

Statement of copyrighted materials: Students are advised that all lecture notes, lectures, study guides and other course materials disseminated by the instructor to the students, whether in class or online, are original materials and as such reflect intellectual property of the instructor or author of those works. All readings, study guides, lecture notes and handouts are intended for individual use by the student. Students may not distribute or reproduce these materials for commercial purposes without the express written consent of the instructor. Students who sell or distribute these materials for any use other than their own are in violation of the University's Intellectual Property Policy (available at http://www.ott.arizona.edu/uploads/ip_policy.pdf). Violations of the instructors copyright may result in course sanctions and violate the Code of Academic Integrity.

Special Needs and Accommodations Statement: Students who need special accommodation or services should contact the Disability Resources Center, 1224 East Lowell Street, Tucson, AZ 85721, (520) 621-3268, FAX (520) 621-9423, email: uadrc@email.arizona.edu, <http://drc.arizona.edu/>. Students must register and request that the Center or DRC send the instructor an official notification of one's accommodation needs as soon as possible. Please plan to meet with the instructor by appointment or during office hours to discuss

accommodations and how the course requirements and activities may impact one's ability to fully participate. *The need for accommodations must be documented by the appropriate office.*

Professional Behavior: The course involves a variety of subjects that may result in the expression of various attitudes, beliefs and opinions. As a result, it is absolutely necessary that these opinions are respected by all students in the class. Any comments directed personally at an individual or group that would be considered offensive or hurtful will not be tolerated. Any student exhibiting this behavior may be subject to university disciplinary procedures.

THE USE OF THE FOLLOWING TECHNOLOGIES ARE NOT ALLOWED IN THE CLASSROOM UNLESS AN ACCOMMODATION IS REQUIRED BY UNIVERSITY POLICY FOR A SPECIFIC STUDENT:

- Computers (unless specifically required for an in-class activity as noted by the instructor)
- Cell Phones (ALL cell phones must be either turned off or put away during class time unless otherwise required in class as determined by the instructor)

In addition, the following behaviors should be avoided:

- Peer conversations with other students during lectures or presentations in the class
- Showing up for class late or leaving early without prior approval by the instructor
- Using any other electronic device (e.g., iPods) or exhibiting other behavior that would disrupt the class in any way.

Academic Dishonesty: Students are encouraged to share intellectual views and discuss freely the principles and applications of course materials. However, graded work/exercises must be the product of independent effort unless otherwise instructed. Students are expected to adhere to the UA Code of Academic Integrity as described in the UA General Catalog. See: <http://web.arizona.edu/~dos/uapolicies/cai2.html>

Students w/Disabilities: If one anticipates issues related to the format or requirements of this course, please meet with the instructor to discuss ways to ensure one's full participation in the course. If it is determined that formal, disability-related accommodations are necessary, it is very important that the student be registered with Disability Resources (621-3268; drc.arizona.edu) and notify the instructor of one's eligibility for reasonable accommodations.

Subject to Change: Information contained in the course syllabus, may be subject to change with advance notice, as deemed appropriate by the instructor.