MAN 7768
SUPPLY CHAIN STRATEGY

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COURSE OBJECTIVES
The objective of this course is to introduce students to the basic concepts and tools applied in supply chain management. Utilizing a strategic supply chain point of view, emphasis will be placed on such topics as supply chain structure, information flows, supplier selection, and environmental supply chain issues. The first part of the course will focus on supply chain material which will (a) give students an overview of the basics, and (b) expose students to key concepts necessary for supply chain executives and consultants. The second part of the course will focus on contemporary research in supply chain management to prepare students for academic research in this area.

REQUIRED MATERIALS
The course textbook is “Supply Chain Management: Strategy, Planning, and Operations,” by Chopra and Meindl. However, this book is considered to be an optional reference concerning the basic concepts of supply chain. Most of the course will be spent discussing the course readings.

COURSE READINGS
Other course materials will consist of various research papers, book chapters, lecture notes, etc. that are relevant to the topic of discussion for the week. Students are responsible for reading all of the assigned course materials and contributing to the in-class discussions. In addition, students must prepare short summaries for particular assigned papers. Students will be assigned to turn in 1 article summary and 1 presentation during the first weekend that we meet, and 1 article summary and 1 presentation (on an article of your choice) during the second weekend that we meet.

SHORT SUMMARIES
For certain assigned readings, students should prepare a 2-3 page short summary which includes the following items:

1. Overview of the problem
2. Overview of the assumptions
3. Summary of the results
4. Critique of the results
5. Suggestions for future research based on this paper
PRESENTATIONS
Students are expected to lead the class discussion of certain research papers as assigned. A presentation (25-30 minutes) should be prepared, which includes a set of slides and handouts for the course participants. The presentations should include summary information, as well as a more detailed analysis of the model/approach presented in the papers.

SUPPLY CHAIN REPORT
Students will write a 5-10 page paper which either provides (a) a case analysis of the supply chain for a particular company or (b) a preliminary research report on a supply chain topic of your choice. A preliminary proposal for the report will be due at the end of our first weekend of class. The proposal should contain three main items. First, identify the company and/or topic you are addressing in your report. Second, give an outline of the main points that you plan to cover in the report. Third, list at least three of the references that you will use for your report.

OPTION A: SUPPLY CHAIN CASE REPORT
You may choose a company that you are currently working for, or you may choose a different company that is popular in the press. At least three references must be used for the report. The purpose of this report is to write a small case analysis for a particular firm’s supply chain.

In the text of the report, you should address the following three items.

1. Describe the products and/or services of the firm. (About 1 page)
   Include a description of the firm’s marketplace. Also, include a description of its key customers, competitors, and other strategic information that has relevance on its supply chain choices.

2. Describe the existing supply chain for a single product, or a group of products. (Most of the report should cover this item.) The main point of this section is to apply some of the concepts that we have learned during the first weekend of class. Cover at least 3 main topics. Identify those concepts which are unique for this supply chain.

3. Give recommendations concerning the supply chain choices for this company. (About 1-2 pages of text.) Does the firm have a coherent supply chain strategy? How could the firm improve its supply chain?

OPTION B: SUPPLY CHAIN RESEARCH REPORT
Each student will turn in a 5-10 page report on a supply chain research topic.

The report should include the following:
1. An overview of the research problem. Why is this topic important?
2. A summary of the related literature. How does your research relate to the previous literature?
3. A description of the model or approach. What are the significant factors and decision
variables? What assumptions does the model/approach make? What possible methodologies can be used to further investigate the problem?

4. Describe the anticipated results. Why are they important?

**GRADING**

Your grade will reflect your performance on summaries, and presentations, and reports. For further information on UF grading policies, see the following link: https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx.

**PERFORMANCE EVALUATION**

Final grades will be assigned using the following weights:

<table>
<thead>
<tr>
<th>Percent of Final Grade:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Article Summaries</td>
</tr>
<tr>
<td>SC Report</td>
</tr>
<tr>
<td>Class Participation</td>
</tr>
<tr>
<td>Total Points</td>
</tr>
</tbody>
</table>

Grades will be awarded using the following table:

<table>
<thead>
<tr>
<th>Points earned (on a scale of 100)</th>
<th>Letter grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 – 100</td>
<td>A</td>
</tr>
<tr>
<td>85 – 89.9</td>
<td>A-</td>
</tr>
<tr>
<td>80 – 84.9</td>
<td>B+</td>
</tr>
<tr>
<td>75 – 79.9</td>
<td>B</td>
</tr>
<tr>
<td>70 – 74.9</td>
<td>B-</td>
</tr>
<tr>
<td>65 – 69.9</td>
<td>C+</td>
</tr>
<tr>
<td>60 – 64.9</td>
<td>C</td>
</tr>
<tr>
<td>0 – 59.9</td>
<td>C-, D+, D, D- or E as seen fit by instructor</td>
</tr>
</tbody>
</table>

**ACADEMIC HONESTY**

For any academic class activity, students must follow the University of Florida Student Honor Code. Any violation of the honor code will automatically result in a grade of E (Fail) for this course and further sanctions that may include a suspension or expulsion from the University through the Dean of Students Office. All incidents will be reported to Student Conduct and Conflict Resolution at the University of Florida. For the honor code guidelines, see the following link: https://www.dso.ufl.edu/scrr/process/student-conduct-honor-code/

**CLASS EXPECTATIONS**

Students are expected to follow the guidelines established in the MBA Performance and Accountability document, which discusses class tardiness, cell phone policies, etc. In addition, requirements for class attendance and make-up exams, assignments, and other
work in this course are consistent with university policies that can be found in the online catalog at:
https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

**SCHEDULE (Please check the syllabus posted on the course website for the most current schedule)**

**November 6**
Topic: Introduction to the Course
Optional Assignment: Read through MBA SC Notes

**January 26**
Due: Article Summary for Assigned article at noon
Due: Presentation for Assigned article at noon

**January 27**
Topic: Overview of Supply Chain Research Methodologies
Readings:

4. “Supply Chain Analytics” by Souza (2014)

Lecture: Overview of OR Methodologies

**January 28**
Topic: Bullwhip Effect and Sourcing

10. “Revenue Sharing Contracts Across an Extended Supply Chain” by van der Rhee et al. (2014)
11. “Towards a Theory of Supply Chain Management” by Chen and
Paulraj (2004)

January 28

Topic: Supply and Demand Risks


February 19

Due: Article Selection for Weekend 2 at noon
Due: Preliminary Proposal for Supply Chain Reports at noon

March 23

Due: Article Summary for Assigned article at noon
Due: Presentation for Selected article at noon

March 24

Topic: Contemporary SC Issues
2. Store Manager Incentive Design and Retail Performance: An Exploratory Investigation” by DeHoratius and Raman (2007)
3. Engaging Supply Chains in Climate Change” By Jira and Toffel (2013)

March 25

Topic: Contemporary SC Issues

March 26

Topic: Contemporary SC Issues

April 16
Due: Supply Chain Final Reports at noon