

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 hand-outs 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:

Percent of Final Grade:

Article Summaries	30%
SC Report	60%
Class Participation	<u>10%</u>
Total Points	100%

Grades will be awarded using the following table:

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

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/sccr/process/student-conduct-honor-code/>

CLASS EXPECTATATIONS

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:

1. "Operations Management Research Methodologies using Quantitative Modeling" by Bertrand and Fransoo (2002)
2. "Empirical Research Methods in Operations Management" by Flynn et al. (1990)
3. "Building Operations Management Theory Through Case and Field Research" by Meredith (1998)
4. "Supply Chain Analytics" by Souza (2014)
5. "OM –Forum: Practice Based Research in Operations Management" by Gallien et al. (2016)

Lecture: Overview of OR Methodologies

January 28

Topic: Bullwhip Effect and Sourcing

6. "Information Distortion in a Supply Chain: The Bullwhip Effect" by Lee et al. (2004, reprinted from 1997 Management Science)
7. "The Bullwhip Effect in Supply Chains" By Lee et al. (1997 Sloan Management Review)
8. "In Search of the Bullwhip Effect" by Cachon, Randall and Schmidt (2007)
9. "The Transparent Supply Chain" by New (2010)
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

12. “Managing Disruption Risks in Supply Chains” by Kleindorfer and Saad (2005)
13. “An Empirical Analysis of the Effects of Supply Chain Disruptions” by Hendricks and Singhal (2005)
14. “Identifying Risks and Mitigating Disruptions in the Automotive Supply Chain” by Simchi-Levi et al. (2015)
15. “Managing Supply-Demand Risk in Global Production: Creating Cost-effective Flexible Networks” Tomlin (2014)
16. “Managing New Product Development and Supply Chain Risks: The Boeing 787 Case” by Tang and Zimmerman (2009)

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

1. “Insights Into Service Operations Management: A Research Agenda” By Roth and Menor (2003)
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)
4. Creativity and Risk Taking Aren’t Rational: Behavioral Operations in MOT” by Loch (2016)

March 25

Topic: Contemporary SC Issues

March 26

Topic: Contemporary SC Issues

April 16

Due: Supply Chain Final Reports at noon