

EMBA
QMB 6616
Business Operations Analysis
Syllabus

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DESCRIPTION

The emphasis of the course is the operations and logistics function in firms that source, produce, distribute and market products. A major theme throughout the course is that sourcing, manufacturing and distribution are of primary importance in the formulation of business and corporate strategy. The techniques discussed can be utilized by small firms operating in domestic markets, or by large firms operating in multiple nations. By analyzing actual cases, problems and examples, the course will expose students to the critical issues of these domains.

REQUIRED MATERIALS

The course textbook is "Supply Chain Management: Strategy, Planning, and Operations," by Chopra and Meindl. Also, a course pack will be distributed which contains numerous articles and cases that we will discuss in class.

CASES

We will analyze and discuss many cases during the course of the module. Each team is assigned two cases. The teams are expected to turn in an executive summary not exceeding 6 double-spaced pages for both of these cases. Problem calculations, computer outputs, exhibits, figures, etc. may be attached to support your analysis, but the essence of the solution must be contained in the six pages. Cases should be submitted online before class on the day that we discuss the case, and late cases will not be accepted. Each team will also make a 30 - 45 minute presentation of one of the assigned cases as indicated in the schedule. A short class discussion will follow the group presentation. All students are expected to prepare for the case discussions. In addition, all students will turn in a group evaluation form at the end of the course. Those students who did not contribute adequately to the group projects will receive lower case and report grades.

EXAMS

Two exams will be given during the course. These exams will be in a closed book, closed note format, and will contain both multiple choice and essay/short answer questions. Students may want to work in their groups during the course to prepare one page summaries of the articles and cases discussed in class.

REPORT

Each group will turn in a 5-10 page report on the supply chain for a company. I prefer that you write the report on a company for where at least one of your group members is employed. The specific guidelines for the report will be posted on the course website. A preliminary proposal will be due midway during the course, and the final report will be due at the end of class.

PERFORMANCE EVALUATION

Final grades will be assigned using the following weights:

	Percent of Final Grade:
Cases	20% (10% for each case)
Inventory Problems	10%
Exam 1	25%
Exam 2	25%
Report	<u>20%</u>
Total Points	100%

Overall letter grades will be *assigned by curve*. That is, the letter grade you receive will be determined by your ranking among all students in your class. Note that the average course GPA will be no higher than 3.5.

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. In addition, students are expected to follow the guidelines established in the MBA Performance and Accountability document.

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

December 17-18

Topic: Introduction to the Course
Discussion Article: "The Triple A Supply Chain"
Optional: Chapter 1 in Chopra and Meindl

Topic: Supply Chain Strategy
Optional: Chapter 2 in Chopra and Meindl

Topic: Beer Game (Bring laptop computers)

January 20-22

Topic: Inventory Management Part I
Reading Assignment: Chapters 11 and 12 in Chopra and Meindl
Practice Problems: Chapter 11: Problems 1, 2, 10, 12

Topic: Strategic Sourcing Decisions
Optional: Chapter 15 in Chopra and Meindl
Reading Assignment: “Reducing the Risk of Supply Chain Disruption”
Discussion Case: Wal-Mart

Topic: Inventory Management Part II
Practice Problems: Chapter 12: Problems 1, 5, 6, 15
Reading Assignment: “Whose, Where and How of Inventory Control Design” by
Lee and Whang

Topic: Value of Information
Optional: Chapter 10 in Chopra and Meindl

Case: Ashmark
Case: Barilla

Due: Inventory Problems on Sunday, February 12 at 11:45 pm.

February 17-19

Exam 1

Topic: Purchasing and Transportation Basics
Reading Assignment: “Outsourcing Innovation” By Engardio and Einhorn

Optional: Chapters 14 and 15 in Chopra and Meindl

Case: Tamiflu
Case: Big Bazaar

Topic: Online Sales and SCM and Information Systems in the Supply Chain
Reading Assignment: “Reinventing the Supplier Negotiation Process at Motorola”

Case: Crocs
Case: Zappos.com

Due: Proposal for Supply Chain Report on Sunday, March 12 at 11:45 pm.

March 17-19

Topic: Green Supply Chain Issues
Reading Assignment: Dell Going Green
The Greening of Wal-Mart Revisited
How Green is My Orange?

Optional: Chapter 17 in Chopra and Meindl

Topic: Supply Chain Transparency

Reading Assignment: “The Transparent Supply Chain”

Case: Shanzhai

Case: Herman Miller

Case: Identigen

Case: Domino’s

Course Speaker: Graham Leary, Vice President of Strategic Sourcing,
Southeastern Grocers

Exam 2

Due: Supply Chain Report on Sunday April 9 at 11:45 pm.

Due: Group Evaluation on Sunday April 16 at 11:45 pm.