

# MBAD 6208: Supply Chain Management

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## **MBAD 6208: Supply Chain Management Fall 2016**

Tuesday 5:30-8:15PM, Center City Building, Room 606

### **INSTRUCTOR INFORMATION**

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Dr. Xiuli He

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Phone: 704- 687 -7629

Office Hours: Tuesdays, 12:00pm-2:00pm or by appointment

### **COURSE DESCRIPTION**

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This course helps students to understand how to manage and improve the performance of supply chains through better decision-making and coordination. The course will focus on the models, solution methods and strategies in the design, planning, and operation of effective supply chains and the new opportunities, issues and concepts introduced by the Internet, e-commerce, and new information technology. A variety of teaching methods will be used to achieve the learning objectives, including lectures, class discussions, analysis and presentation of critical cases and articles. This course emphasizes on students' active participating role in the learning process.

### **LEARNING OBJECTIVES**

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- Learn the three key supply chain decision phases, push/pull views, and supply chain macro processes.
- Learn the goal of a supply chain and the impact of supply chain decisions on the success of the firm.
- Describe how to achieve strategic fit between a firm's supply chain strategy and its competitive strategy.
- Learn the key financial measures and major drivers of supply chain performance.
- Learn the strengths and weaknesses of various supply chain distribution strategies. Understand how the online sales impact the design of distribution networks.
- Identify components of a demand forecast. Forecast demand given historical demand using forecast models.

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- Describe supply chain coordination and understand the obstacles and methods to achieve coordination.
- Learn different inventory models and determine optimal inventory levels in a supply chain.
- Understand the benefits and risks of sourcing in a supply chain. Discuss the factors that affect the decision to outsource a supply chain function.
- Understand the role of revenue management in a supply chain and identify the trade-offs when making revenue management decisions.
- Know how information and information technology affect the firm's strategy in supply chain management.
- Understand the role of transportation in a supply chain and identify the strengths and weaknesses of various transportation options.

## COURSE MATERIALS

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### Reading Materials

- "Supply Chain Management: Strategy, Planning, and Operation" by S. Chopra and P. Meindl. Pearson-Prentice Hall, 6<sup>th</sup> ed., Jan. 2015 **(required)**
- "Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies" by David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi. McGraw-Hill. 3<sup>rd</sup> ed., 2008 (optional)
- Harvard Business Cases: <http://cb.hbsp.harvard.edu/cbmp/access/52042176> **(required)**

### Course Website: <http://moodle2.uncc.edu>

- **Course Notes:** PowerPoint slides will be posted on Moodle 2. You will be expected to supplement this with your own notes taken in class.
- **Grades:** Grades on exams and assignments will be posted on Moodle 2. Please check that the grade posted matches the grade on your paper copy and notify the instructor as soon as possible in case of a discrepancy.

## COURSE ASSESSMENT

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The course grades will be based on two exams (individual performance), class participation (individual performance), one case presentation (group performance), five case report (individual performance), and one final group project (group performance).

Assignment	Individual/Group	Due Date	% of Grade
Exam 1	Individual	10/18/2016	30%
Exam 2	Individual	12/13/2016	20%
Homework Assignment	Individual	See class schedule	10%
Class Participation	Individual	Ongoing	7%
Case Report	Group	See class schedule	8%
Case Presentation	Group	See class schedule	10%
Final Group Project	Group	12/6/2016	15%

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## Exams

The exams will be closed book unless otherwise announced. The two exams, Exam 1 (**Oct. 18**) and Exam 2 (**Dec. 13**), are **NOT cumulative**. ***There will be no makeup exams.*** Conflicts for the exams must be resolved before the exam dates. You should contact me at least two weeks prior to the exam date and let me know in writing. Last minute requests will not be accepted. The only reasons for not being able to sit for an examination in its announced time should be part of University policy, or a documented medical excuse. The penalty for a missed exam is a zero grade on that exam.

## Peer Evaluations of Group Assignments

There will be peer evaluations of group assignments at the end of course. Grades of team assignments will be adjusted according to the consensus feedback from the peer evaluations.

## “Re-grade” Requests

Any request to re-grade any component of your submissions (assignment or exam or project) has to be made within **seven (7) days** after the grade has been posted on the Moodle. Given the speed with which the course progresses, any request beyond this deadline cannot be considered. The only exception to this rule is a documented emergency. Write a brief note explaining why you think there is an error in grading. Attach a copy of the graded assignment. The instructor reserves the right to re-grade the entire contents of any submitted assignment. Your grade may go up or down.

## Guidelines for Case Presentations

There will be five Harvard cases. Each case will be presented by a Presenting Team. The Presenting Team will be required to submit the PowerPoint slides through email before **4:00pm** on the presentation day. Problems with group dynamics are the group's responsibility (as they will be in your careers).

- Each case presentation is expected to last around **30 minutes**. This excludes the time for questions, comments, and other participation from the class members. Questions may be asked at any time during or after the presentation.
- **Start Preparing Early:** Do not wait until the last few days before your presentation to prepare. Instead, prepare your presentation at least a week ahead of time.
- **Pay Attention to the Organization of Your Talk:** try to summarize early the key points in the case, provide details and elaborate later, then summarize at the end. Don't feel you have to say everything in the case/article - you are trying to identify the important points for your audience.
- **Add Value:** A primary criterion of your presentation grade is based on how much added value and additional research we discern from your presentation. Identify the authors' conclusions and/or point-of-view, (and any bias that you feel might be present), then take a position at the end. The audience wants to know what is in the case, but they also want to know what

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you think about what the case says. State what and why you liked, disliked, believed, or found difficult to believe, and your recommendations.

- Provide clear answers to the case discussion questions during the case presentation.
- Rehearse the presentation - Practice makes perfect.

### Case Report

The teams which are not presenting the case need to write case reports. Case analyses should have clear and concise problem statement and well-justified recommendations. The analysis and recommendations must be supported by case facts; assumptions must be reasonable and clearly stated. In preparing the case report, position yourself as an analyst or consultant who is presenting the analysis and making recommendations to the manager.

Case write-ups must be no more than 8 pages (12-point font, 1inch margins on all sides, 1.5 line-spaced) in length, accompanied by three or fewer supporting exhibits if necessary.

**Submit your case report before class on the day the case will be discussed.** Case analyses must be typed. Please keep a copy of your write-up for your own use during class discussion. Solutions to cases will not be distributed. Instead, we will rely on the class session associated with the assignment to bring out the most important issues.

The case reports will be graded based on the following dimensions:

- Proper diagnosis of the problem;
- Quality of the analysis (including clear statement of criteria for evaluation and assumptions, and the use of relevant tools);
- Quality of presentation (including logical consistency, and linkage between problem definition, analysis, and recommendations);
- Justification, completeness, and feasibility of the recommendations.

### Class Participation

Each student is required to attend every class since learning will be through case analysis, presentation, and discussion. Students' contributions are highly expected to create and enhance a positive learning environment for this course. Any student who misses **three or more unexcused absences may fail the class**, unless truly exceptional circumstances are involved. In such cases, the student is required to seek prior approval from the professor before missing the class. In extreme situations, where this is not possible, the student should contact the professor immediately after missing a scheduled session. The professor may refuse approval for absence for any reason, including past attendance record and performance in class. Grading will be based on the quality and impact of your class participation. Voluntary class participation will consist of voluntary contributions and occasional cold calls, usually to answer opening questions. If you feel uncomfortable with being called on in class please let me know in advance so that we can agree on an alternative mode of interaction.

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Please be well prepared to enter the discussion - to ask questions and provide information that will further your, your peers', and professor's understandings of the topic. Do not limit your role to that of student but expand it to include teacher, trainer, and friend. You should think of the classroom as laboratory in which you can test your ability to convince your colleagues of the correctness of your approach to complex problems and of your ability to achieve the desired results through the use of that approach. Note that there will be questions about the cases in the exams.

### **Laptops**

Many students (and this professor) find the use of laptops during class to be distracting. Therefore, except when instructed and approved by the professor, please **refrain from using your laptop** during class.

### **Discipline in class**

I would expect you to behave professionally and respectfully at all times during the class. As with any other group activity, be acutely aware that your actions in class can have negative externalities that can collectively affect the performance of the entire group. Please **refrain from the use of cell phones, text messaging, email, reading the newspaper**, etc. during class. Participation scores may be adjusted for students who consistently display unprofessional behavior.

### **ACADEMIC INTEGRITY**

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[The UNC Charlotte Code of Student Academic Integrity](#) governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists the applicable penalties. The following is a list of prohibited conduct in that Code as violating these standards: A) Cheating; B) Fabrication and Falsification; C) Multiple Submission; D) Plagiarism; E) Abuse of Academic Materials; and F) Complicity in Academic Dishonesty. For more detail and clarification on these items and on academic integrity, students are strongly advised to read the current [UNCC undergraduate catalog](#).

### **DIVERSITY POLICY**

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*The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.*

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## TENTATIVE COURSE SCHEDULE

	Date	Topic	Reading	Due
1	8/23	Course Overview & Introduction to Supply Chain Management	Ch1	
2	8/30	Supply Chain Performance: Achieving Strategic Fit and Scope & Supply Chain Drivers and Metrics	Ch2 & Ch3	
3	9/6	Designing Distribution Strategies to Online Sales	Ch4	
4	9/13	Demand Forecasting	Ch7	
5	9/20	Cycle Inventory Management (1)	Ch11	
6	9/27	Safety Inventory Management (2)	Ch12	
7	10/4	Supply Chain Integration		
8	10/11	Student Recess - No Class		
9	10/18	Exam 1		
10	10/25	Channel Coordination and Transportation	Ch10 & Ch14	
11	11/1	Procurement and Sourcing Strategies	Ch15	
12	11/8	Pricing and Revenue Management	Ch16	
13	11/15	INFORMS Conference- No Class		
14	11/22	Project Preparation- No Class		
15	11/29	Sustainability in a Supply Chain	Ch17	
16	12/6	Project Presentation		
17	12/13	5:00pm-7:30pm Exam 2- Non cumulative		

**Note:**

- These descriptions and timelines are **subject to change** at the discretion of the instructor.
- Check the updated final exam schedule for fall 2016:  
<http://registrar.uncc.edu/sites/registrar.uncc.edu/files/media/Fall%202016%20FE%20Table.pdf>