MBA 623 – *Strategic Supply Chain and Operating Decisions* (3 Credit hrs.)
*Fall 2012*

05:30 pm. - 10:00 pm., on alternate Thursdays* for 10 weeks, beginning September 13, 2012

Professor: Kuntal Bhattacharyya, PhD., CRM
Class Location: Plainfield School Transportation Facility, Plainfield, IN
Email: Kuntal.Bhattacharyya@indstate.edu (best way to contact me!)
Office Phone: (812) 237-2118
FAX: (812) 237-8129
Text and Materials: - Essentials of Supply Chain Management – Hugos, 3rd edition
- 15 Cases/Articles as provided in the student packet. They are numbered in the last page of this syllabus to facilitate the student's understanding of our tentative schedule of events for this class.

*This is a “blended” or “hybrid” class, meaning that it involves face-to-face contact along with a *distance* component. Consequently, a good chunk of our work for this class will have to happen outside of the official class meeting times, as prescribed by the professor, and often with active collaboration and feedback from the professor as well as from other participants in this class.

**COURSE DESCRIPTION**

Supply chains span the globe. Given the complex and increasingly evolving nature of today's global business environment, global supply chain management (GSCM) has become a mutative trade wherein which the successful practitioner needs to remain current in order to be at the cutting edge of supply chain research/practice/tools/planning/strategies. This course is designed to acquaint students with strategies and best practices pertaining to end-to-end fulfillment of global supply chain operations. Methods, paradigms, and tools necessary for planning, organization, and governance of global supply chains are discussed. The course also superimposes analytics (as and when applicable) with strategic outcomes to enhance prudent decision making with operational issues related to GSCM.

**COURSE OBJECTIVES**

Broadly, the objectives of this course are three fold:

1. Understand and build strategies core to the success of end-to-end fulfillment of global supply chains, and *structure* a supply chain to enhance and effectuate its underlying strategies.
2. Learn best-in-class supplier management practices that benefit an integrated supply chain.
3. Develop ways to integrate logistics, operations, and procurement to deliver *value* to end user.
## COURSE STRUCTURE, OVERVIEW, AND TIMELINE

<table>
<thead>
<tr>
<th>Thrust Areas</th>
<th>From the Lens of MBA 623</th>
<th>Proposed Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure and Strategy</td>
<td>- The need for strategic approach to managing global supply chains</td>
<td>Weeks 1, 2, 3, and 4</td>
</tr>
<tr>
<td></td>
<td>- Understanding myths and employing the right strategy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Finding the right supply chain for a product</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Structuring a supply chain</td>
<td></td>
</tr>
<tr>
<td>Coordination and Relationship</td>
<td>- Supply-Demand mismatches</td>
<td>Weeks 4, 5, 6, 7, and 8</td>
</tr>
<tr>
<td>Management</td>
<td>- Vertical Integration</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Capacity management and planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Sourcing strategies in a global market</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Supplier relationships, management, and evaluation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Delivery performance planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Taming the Bullwhip Effect</td>
<td></td>
</tr>
<tr>
<td>Value Chain Management</td>
<td>- Adaptability</td>
<td>Weeks 8, 9, and 10</td>
</tr>
<tr>
<td></td>
<td>- Agility</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Alignment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Modeling interrelationships among soft traits: <em>moderation</em> and <em>mediation</em></td>
<td></td>
</tr>
</tbody>
</table>

### COURSE EVALUATION

A course in strategy and decision making at this level of pedagogy necessitates an intensive discussion format for constructive learning. As such, an important part of the course includes individual participation in class discussions, and particularly in the assigned readings and cases. Primary emphasis is placed on the quality of classroom contributions. In grading class participation, little emphasis will be placed on redundant or extraneous contributions. Rather, emphasis will be placed on contributions which add new insights to the discussion or which build on the comments of others. The class contribution grade will be based on:

(a) Evidence of careful preparation of the readings and assigned cases  
(b) Clarity and conciseness of recommendations  
(c) Convincing quantitative and qualitative analysis to support recommendations  
(d) Engaging in discussions on Blackboard related to course material (as and when assigned)

#### Grading Scheme

<table>
<thead>
<tr>
<th>Class Participation:</th>
<th>50 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of FOUR HBR Articles (25 points each):</td>
<td>100 points</td>
</tr>
<tr>
<td>Detailed Analysis of THREE HBR Cases (30+30+40):</td>
<td>100 points</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>250 points</strong></td>
</tr>
</tbody>
</table>
The grading* scale for this class is as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>A</th>
<th>A-</th>
<th>B+</th>
<th>B</th>
<th>B-</th>
<th>C+</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Score Required</td>
<td>225</td>
<td>217</td>
<td>208</td>
<td>200</td>
<td>192</td>
<td>183</td>
<td>175</td>
</tr>
</tbody>
</table>

*I do not curve for this course.

A Note on the FOUR HBR Article Reviews

We will cover TEN HBR articles and FIVE HBR cases in this class. Of the TEN HBR articles that we'll discuss in class, the following FOUR articles will demand a detailed review from you based on preset questions concerning the articles. HBR articles are thought provoking, to the say the least, and test your overall grasp of a subject matter of interest. Based on my personal experience in teaching case-based classes, I have often found articles to drive home the “point” better than what cases do...probably due to the reason that articles have a generalized applicability, whereas cases are often more scenario-specific. It is the intended outcome of this class that you regress the general thoughts emanating from each of these articles and apply similar concepts/trends in your respective professional settings. The “reviews” for the chosen FOUR articles are meant to accomplish exactly this. Following is a brief note on the articles for review. The detailed time-line for each review is provided in the tentative schedule for your perusal.

Review 1: What is the right supply chain for your product? (A/C – 2)

Dr. Fisher does an incredible job putting together his perspectives on supply chain structures. A very widely acclaimed article of choice for supply chain education here and abroad, it is a fitting "first" in our list of four. Successful completion of the article review will ensure that you start revisiting your company's product/service supply chain and understand the nuances of managing the same as you progress through this course.

Review 2: Making supply meet demand in an uncertain world (A/C – 4)

Faced with an unprecedented number and variety of products on the market, managers are finding it more difficult to predict demand and plan production and orders accordingly. As a result, inaccurate forecasts are increasing and, along with them, the costs of those errors. A new approach to the entire forecasting, planning, and production process, accurate response entails first figuring out what forecasters can and cannot predict well. Then supply chains must be made fast and flexible so that managers can postpone decisions about their most unpredictable items until they have some market signals...like early-season sales results - to help correctly match supply with demand. Accurate response enables companies to use the power of flexible manufacturing and shorter cycle-time much more effectively.

Review 3: E-hubs (A/C – 9)

Overarching the concepts of sourcing and supplier selection, this article reinforces the importance of intermediaries on business continuity in today's complex setting. Further, the article surfaces key emerging trends in sourcing, namely procurement outsourcing activities - which could be sourcing activities and/or buying/purchasing activities. Today, many firms go to companies like IBM, Accenture, ICG Commerce, and Cap-Gemini for their sourcing needs. Leveraging technology, this article looks at electronic procurement (or e-procurement) outsourcing.

Review 4: The Triple A Supply Chain (A/C – 14)
This article comes from the pen of a stalwart (often called the father) of modern supply chain management - Professor Hau Lee. If the name sounds familiar, Dr. Lee is famous with bringing the term “Bullwhip Effect” into academia. In this article, Professor Lee provides insights on the success of supply chains via three A's - Agility, Adaptability, and Alignment – which render value to the end-user.

**A Note on the THREE HBR Case Assignments**

As mentioned before, we will cover TEN HBR articles and FIVE HBR cases in this class. Of the five cases assigned in this class, THREE will be assigned to you for your synthesis of ideas and your thoughts on specific questions pertaining to each of the cases. The cases will also give you the opportunity to experience supply chain management as an overarching umbrella for disciplines ranging from accounting and finance to human resource management. The detailed time-line for each case assignment is provided in the tentative schedule for your perusal. Here is a brief overview of the assigned cases:

**Case Assignment 1: Sunset Grill at Blue Mountain (A/C – 7)**

This is a nice case that incorporates ideas pertaining to managing capacity and demand. A partner and owner of Sunset Grill at Blue Mountain, Ontario has very mixed emotions. The restaurant has just finished its first year of operation and has broken even, and had been named Business of the Year in the counties of Simcoe and Grey. On the other hand, the owners knew that operations were far from perfect. There were dents in the staff's capabilities and a steep learning curve, leading to increased waiting time for customers...

**Case Assignment 2: China Sourcing Group (A/C – 10)**

In 2004, US-based China Sourcing Group, which specializes in premium and gift products, established a sourcing office in Shanghai. The Shanghai office was responsible for sourcing vendors not only in China but also in southern Asia. It played a major role in quadrupling China Sourcing Group's revenues over the next four years. Despite its contribution to the group, the Shanghai office faced a major issue with frequent late deliveries, especially with new products that were developed from scratch. In 2009, as the Shanghai management team reviewed the performance of the sourcing office, it decided that something had to be done to improve punctuality of that office's deliveries. What should the Shanghai office do to improve the situation?

**Case Assignment 3: World Co. Supply Chain Management (A/C – 15)**

Describes a supply chain with very quick (i.e., two week) response times and allows you to explore how such short response times are achieved. This case will also allow you to explore why other supply chains, with much longer response times, might not be able to replicate this performance.

**BLACKBOARD USAGE**

I shall extensively use Blackboard to communicate with you throughout this course. That means, your class notes (i.e., powerpoints, handouts, etc. in addition to your packet), assignments, discussion forums, and grades will all be accessed through Blackboard. A link to the syllabus will also be available in Blackboard. In the event there is a change in the syllabus, it will reflect in Blackboard real-time! Finally, I make all my “Announcements” here...be sure to check Blackboard regularly to stay current.

**ACADEMIC INTEGRITY**

Please note that Academic Integrity is very important here at Indiana State University. We will strictly abide by the ISU Policy on Academic Integrity which can be found at [http://www.indstate.edu/sci/docs/2012-StudentGuide-AcademicIntegrity.pdf](http://www.indstate.edu/sci/docs/2012-StudentGuide-AcademicIntegrity.pdf).
TENTATIVE SCHEDULE

Week 1: September 13, 2012 (Session IN CLASS @ Plainfield, IN: 5:30pm – 10:00pm)
- Introductions, discussion of the syllabus and mutual expectations, Blackboard overview
- Why Strategy? An introduction to streamlining, optimization, strategy, and structure
- PowerPoint 1: Global Supply Chain Operations – An Overview

Week 2: (Off-site Assignments)
Readings:
1. Getting Started – A Reader on Operations Management
2. Global Supply Chain Management – A Reader
3. Essentials of Supply Chain Management – Hugos 3rd edition (Chapter 1)
4. Seven myths to beat before they beat you (A/C – 1)
5. What is the right supply chain for your product? (A/C – 2)

Week 3: September 27, 2012 (Session IN CLASS @ Plainfield, IN: 5:30pm – 10:00pm)
- Discussions: A/C – 1 and Chapter 1 (Hugos text)
- Discussion: A/C – 2
- PowerPoint 2: Structuring the Supply Chain
- Review 1 (on A/C – 2) assigned (due in Blackboard on October 7, 2012 @ 5pm)
- PowerPoint 3: Operations and Supply Chain Decision Making with Statistics

Week 4: (Off-site Assignments)
Readings:
1. Which strategy when? (A/C – 3)
2. Essentials of Supply Chain Management – Hugos 3rd edition (Chapter 9)
3. Making supply meet demand in an uncertain world (A/C – 4)
4. The power of vertical integration (A/C – 5)

Week 5: October 11, 2012 (Session IN CLASS @ Plainfield, IN: 5:30pm – 10:00pm)
- Discussions: A/C – 3 and Chapter 9 (Hugos text); critical look at Charlie Supply, Inc.
- Discussion A/C – 4
- PowerPoint 4: Demand Forecasting overview, recent trends, and tools
• **Review 2** (on A/C – 4) assigned (due in Blackboard on October 21, 2012 @ 5pm)

• **PowerPoint 5**: Capacity Management and Planning  
  - Throughput considerations  
  - Planning techniques (Vertical Integration: Discussion of A/C – 5 and Case 1)  
  - Planning models and tools: supply-demand models, data warehouses, dashboards, decision trees

• **Case Assignment 1**: A/C – 7 (due in Blackboard on October 25, 2012 @ 5pm)

**Week 6: (Off-site Assignments)**

Readings:

1. *Essentials of Supply Chain Management* – Hugos 3rd edition (Chapter 2)  
2. *Essentials of Supply Chain Management* – Hugos 3rd edition (Chapter 3)  
3. *Building deep supplier relationships (A/C – 8)*  
4. *E-hubs (A/C – 9)*  
5. *Essentials of Supply Chain Management* – Hugos 3rd edition (Chapter 6)

**Week 7: October 25, 2012** (Session IN CLASS @ Plainfield, IN: 5:30pm – 10:00pm)

- Discussions: Case Assignment 1  
- Discussions: Chapters 2 and 3 (Hugos text)  
- Discussions: A/C – 8; the importance of relationship building and management  
- Discussions: A/C – 9: the necessity of 3P intermediaries in today's global business  
- Discussions: Chapter 6 (Hugos text)  
- **PowerPoint 6**: Structuring the supply chain for relational continuity  
- **PowerPoint 7**: Global Sourcing Overview  
  - Sourcing strategies, myths, and innovations  
  - Supplier evaluation, selection, and management (TCO and AHP)  
- **Review 3** (on A/C – 9) assigned (due in Blackboard on November 4, 2012 @ 5pm)  
- **PowerPoint 8**: Delivery performance planning  
- **Case Assignment 2**: A/C – 10 (due in Blackboard on November 8, 2012 @ 5pm)

**Week 8: (Off-site Assignments)**

Readings:

1. *Bullwhip Effect (A/C – 11)*  
2. *Case: Barilla SpA (A/C – 12)*
3. Essentials of Supply Chain Management – Hugos 3rd edition (Chapter 7)
4. Adaptability (A/C – 13)
5. The Triple A Supply Chain (A/C – 14)

Week 9: November 8, 2012 (Session IN CLASS @ Plainfield, IN: 5:30pm – 10:00pm)
- Discussions: Case Assignment 2
- Discussions: Bullwhip Effect and Barilla SpA (A/C – 11, 12)
- Preview of Case: World Co. Supply Chain Management (A/C – 15)
- Case Assignment 3: A/C – 15 (due in Blackboard on November 18, 2012 @ 5pm)
- Discussions: Chapter 7(Hugos text)
- Discussions: A/C – 13 and A/C – 14
- PowerPoint 9: Dealing with Interrelationships of soft traits: Mediation and Moderation
- Review 4 (on A/C – 14) assigned (due in Blackboard on November 15, 2012 @ 5pm)
- Parting thoughts...

Week 10: (Off-site Assignments) – SEMESTER CONCLUDES
1. Review 4 is due in Blackboard on November 15, 2012 @ 5pm
2. Case Assignment 3 is due in Blackboard on November 18, 2012 @ 5pm
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Type of Reading</th>
<th>Title</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Article</td>
<td>Seven myths to beat before they beat you</td>
<td>A/C – 1</td>
</tr>
<tr>
<td>2</td>
<td>Article</td>
<td>What is the right supply chain for your product?</td>
<td>A/C – 2</td>
</tr>
<tr>
<td>3</td>
<td>Article</td>
<td>Which strategy when?</td>
<td>A/C – 3</td>
</tr>
<tr>
<td>4</td>
<td>Article</td>
<td>Making supply meet demand in an uncertain world</td>
<td>A/C – 4</td>
</tr>
<tr>
<td>5</td>
<td>Article</td>
<td>The power of vertical integration</td>
<td>A/C – 5</td>
</tr>
<tr>
<td>6</td>
<td>Case</td>
<td>Ford Motor Company</td>
<td>A/C – 6</td>
</tr>
<tr>
<td>7</td>
<td>Case</td>
<td>Sunset Grill at Blue Mountain</td>
<td>A/C – 7</td>
</tr>
<tr>
<td>8</td>
<td>Article</td>
<td>Building deep supplier relationships</td>
<td>A/C – 8</td>
</tr>
<tr>
<td>9</td>
<td>Article</td>
<td>E-hubs</td>
<td>A/C – 9</td>
</tr>
<tr>
<td>10</td>
<td>Case</td>
<td>China Sourcing Group</td>
<td>A/C – 10</td>
</tr>
<tr>
<td>11</td>
<td>Article</td>
<td>Bullwhip Effect</td>
<td>A/C – 11</td>
</tr>
<tr>
<td>12</td>
<td>Case</td>
<td>Barilla SpA</td>
<td>A/C – 12</td>
</tr>
<tr>
<td>13</td>
<td>Article</td>
<td>Adaptability</td>
<td>A/C – 13</td>
</tr>
<tr>
<td>14</td>
<td>Article</td>
<td>The Triple A Supply Chain</td>
<td>A/C – 14</td>
</tr>
<tr>
<td>15</td>
<td>Case</td>
<td>Supply Chain Management at World Co.</td>
<td>A/C – 15</td>
</tr>
</tbody>
</table>