

COURSE SYLLABUS

TERM: Spring 2008

COURSE TITLE: Logistics/Supply Chain Management
TRA 6157 (3 Semester Hours)

COURSE DESCRIPTION: There is a great deal of confusion regarding exactly what supply chain management (SCM) involves. In fact, most people using the name supply chain management treat it as a synonym for logistics or as logistics that includes customers and suppliers. However, successful SCM requires cross-functional integration of key business processes within the firm and across the network of firms that comprise the supply chain. The challenge is to determine how to successfully accomplish this integration. The distinction between logistics and supply chain management is identified and a framework for SCM is presented. A class session will be devoted to each of the eight supply chain processes as well as to topics such as: the management components of supply chain management; electronically linking the supply chain; integrating supply chain strategy to corporate strategy; supply chain mapping; supply chain metrics; developing and implementing partnerships in the supply chain; and, implementing supply chain management.
Prerequisites: MAN 6501 and ISM 6021, or permission of instructor.

INSTRUCTOR: Dr. Robb Frankel

OFFICE HOURS: Mondays and Wednesdays: 2:00pm - 4:00pm and by appointment. Appointments are preferred.

REQUIRED TEXT: *Supply Chain Management: Processes, Partnerships, Performance*, Douglas M. Lambert (ed). The Supply Chain Management Institute, FL. 2nd Edition 2006
Additional Reading Packet of Articles – Handouts
Other course materials including PowerPoint slides, cases, and outside readings and assignments will be made available in class and/or on Bbd.

TEACHING SCHEDULE:

COURSE CONTENT:

This is a course in supply chain management (SCM), a term which denotes the integration of key business processes from end user through original suppliers for the purpose of adding value for the firm, its key supply chain members, to include customers and other stakeholders. This course presents a framework for SCM that requires cross-functional integration of key business processes within the firm and across the network of firms that comprise the supply chain. This course approaches SCM from a managerial perspective and introduces concepts in a format useful for management decision making. Basic terms, concepts, and principles are examined in light of how they interrelate and interface within the firm and across the supply chain. Illustrations are taken from corporate applications of these concepts to show how supply chain management can be implemented. Topics covered include:

Topic	Coverage in weeks
Introduction to supply chain management	1.0
The management components of supply chain management	1.0
Eight supply chain processes	8.0
Electronically linking the supply chain	1.0
Supply chain performance measurement	1.0
Developing and implementing partnerships in the supply chain	1.0
Implementing supply chain management	1.0
Exams and presentations	2.0
Total	16.0

COURSE OBJECTIVES:

The objectives of this course are to provide the student with:

1. An understanding of the primary differences between logistics and supply chain management
2. An understanding of the **individual processes of supply chain management** and their interrelationships within individual companies and across the supply chain
3. An understanding of the **management components** of supply chain management
4. An understanding of the **tools and techniques** useful in implementing supply chain management
5. Knowledge about the **professional opportunities** in supply chain management.

COURSE FORMAT:

The **teaching method** will be a combination of seminar-type lectures and discussions, case work, and individual research. The lecture will cover the assigned topic, but **will not necessarily cover the material as presented in the text**. Lectures, class discussions and in-class exercises are not designed to reiterate the textbook, articles and/or other handout materials, especially with regard to presentation. You are expected to attend all classes and to be prepared to discuss and/or apply assigned readings. **Students will be called upon by name to discuss assigned topics and concepts**. Students are also expected to participate in on-line discussion boards in Bb, team exercises, and case studies.

QUIZZES:

There are multiple quizzes planned for this course. The material for each quiz will cover any concepts already covered from the textbook, articles, handouts, class lecture and discussion, exercises, and speakers. Quizzes will be composed of short essay questions, fill-in-the-blank questions, and occasional multiple choice questions. The quizzes will be in-class or take-home, announced or unannounced - there will be no make-up quizzes, without a valid medical excuse, family emergency or pre-arranged instructor/student agreement. Take-home quizzes handed in late will be assessed a "late" point deduction that varies between 20%-25% per day. It is the responsibility of the student to contact the instructor to review the results of a quiz. *A student's request for the instructor to review a quiz grade must be done within one (1) week of the date when the quiz is returned in class.* Point totals per quiz will vary considerably. A quiz might be worth as little as 5-10 points, or as much as 25-30 points. Longer, more comprehensive quizzes will be a take-home format, and announced one-two (1-2) weeks in advance and handed out one (1) week in advance of the due date. **I strongly suggest that you stay current with the assigned readings – it will make the quiz set-up/format a more enjoyable aspect of your life.**

INDIVIDUAL SUPPLY CHAIN MAPPING EXERCISE:

Each student will prepare a supply chain map for a company and one (1) of its products or services. The choice of company and product is the student's responsibility. The map will illustrate the multiple tiers of appropriate suppliers and customers in that chosen company's supply chain. A write-up explaining the role of each of the relevant eight supply chain management processes discussed throughout this course will accompany the map. This exercise is designed to be an "ongoing" assignment; in other words, students will most likely be making additions and deletions to their map throughout the semester. Maps may be

turned in during the semester for instructor evaluation/feedback/suggestions (without any grade being given), prior to the due date. **The individual map is due no later than the beginning of class on April 2.**

CASES:

Each student will prepare two (2) individual cases. The purpose of each case is to get you involved in the course material, and to help you to understand the supply chain issues by utilizing topics that make them realistic and relevant. The specific requirements for each written case will be completely discussed at the appropriate points in time during the semester. Each case write-up will vary in length, typically from approximately 6-10 pages in length. Turning in a case late is not advisable as I will again assess a "late" grade point deduction that varies between 20%-25% per day.

ABSTRACTS:

Each student team will be required to prepare **two one-page abstracts** of **refereed** journal articles which discuss a topic relevant to the subject of supply chain management. Students' selection of topic will be included in the grading scheme but some suggestions of appropriate topics are included below:

- **Defining supply chain management**
- **The scope of supply chain management**
- **Example implementation of any of the eight key business processes**
- **Supply chain /logistics distinctions**
- **Integrating the supply chain**
- **Outsourcing (3pls-client) relationships**
- **The supply chain strategy and corporate strategy interface**
- **Creating supply chain value**
- **Supply Chain Agility**
- **Supply Chain Information Systems**
- **Supply chain metrics**

In order to ensure that students do not abstract the same articles, the rule of "first-come, first-served" will apply. **You may abstract a full-text, recent (i.e., within last 3 years) article downloaded from the Internet, as long as it is indeed full-text (complete with all tables, figures, and bibliography).** In addition to submitting a 'hard' copy, abstracts **must** be submitted to me (via e-mail to ybolumol@unf.edu) in MS Word. Use the following format for preparing your abstracts:

- Type your name in the upper right hand corner of the page. At the top of the page, in bold print, you should have the bibliographical entry for the article you are abstracting, in the following format: **Bolumole, Yemisi A. (2001), "The Supply Chain Role of Third-Party Logistics Providers," The International Journal of Logistics Management; Vol. 12, Number 2, pp. 87 -102**
- Following this, skip one line, and begin your abstract. It should summarize the main theme of the paper, outline the research method used, and review findings/results/benefits/conclusions.
- The text should be one page only (and not shorter than one entire page), single spaced, with one inch margins and a 12 point font.
- Attach a photocopy (or printed copy from an online source) of the article after the abstract. The printed copy should be on 8.5 x 11 paper.
- Put a staple in the upper left corner. Do not provide a cover page or place your work in a folder.
- Do not quote directly, and do not use any headings. Do not skip lines between paragraphs; simply indent the next paragraph and proceed. Avoid any grammatical errors or misspelled words.
- Do not abstract a research "note," unless it is of considerable length (i.e., more than 5 pages or so).
- Do not abstract an article in a "magazine" instead of an academic journal.
- Do not select an article that is laden with mathematical notation, theorems, proofs, etc.
- Indicate precisely which topic or method from the list was discussed, and how that article made a contribution over and above previous work in the literature.
- Do not haphazardly skip from one point to the next, make your presentation logically sequenced.
- Pick a "good" article; that is, one that has a very interesting or unusual discussion, and one that you can easily understand

The following academic journals would be decent starting places for selecting your articles. This list is by no means exhaustive. I strongly encourage you to start with these three: The Journal of Business

Logistics; The International Journal of Logistics Management; The International Journal of Physical Distribution & Logistics Management; Journal of Supply Chain Management; and Transportation Journal. These are five of the top peer-reviewed academic journals in Logistics and supply chain management. Other journals include: American Shipper; American Shipper International; California Management Review; Computers and Industrial Engineering; Decision Sciences; Distribution; Distribution Business; European Management Journal; Freight Management International; Harvard Business Review; Industrial Management; Industrial Marketing Management; Institute of Industrial Engineers (IIE) Transactions; Interfaces; International Journal of Flexible Manufacturing Systems; International Journal of Operations and Production Management; International Journal of Operations and Quantitative Management; International Journal of Production Economics; International Journal of Production Research; International Journal of Purchasing and Materials Management; International Journal of Quality and Reliability Management; Journal of Industrial Engineering; Journal of Management Studies; Journal of Manufacturing and Operations Management; Journal of Marketing; Journal of Marketing Research; Journal of Operations Management; Journal of Quality Management; Logistics Europe; Logistics Information Management; Logistics Today; Long Range Planning; Management Decision; Management Science; Mathematical Programming; MIS Quarterly; Naval Research Logistics Quarterly; Omega; Operations Research; Production and Inventory Management Journal; Production and Operations Management; Production Planning and Control; Professional Engineering; Purchasing; Quality Progress; Quality; Simulation; Sloan Management Review; Supply Chain Management Review; Supply Chain Management: An international Journal; The Journal of European Logistics; Traffic Management; Transportation Science; Traffic World; Transport Logistics.

WRITTEN COMMUNICATION REQUIREMENTS:

All written communication (except in-class quizzes) must be word-processed: this means any take-home quizzes, the cases, the article journal, and the mapping exercise write-up. Provide a cover page with your name for all written communication. Use 12 point/font type, and number the questions/answers. Use no more than 1 inch top/bottom and left/right margins for all written communication. Failure to follow these guidelines will result in a loss of points. How you say something is just as important as what you say -- so punctuation, grammar and spelling are an important part of all written communications' grade. **All written communication is due at the beginning of the class period on the given due date.**

GRADING:

Grades will be based upon performance on the following:

Home Work Assignments	80 points	10%
Quizzes and Exams	240 points	30%
Mapping Exercise	120 points	15%
Case Study (2)	240 points	30%
Abstracts (2)	80 points	10%
Class Contribution	40 points	5%
Total	800 points	100.%

Note: There will be no extra credit in this class. **There is no final exam in this course.** Students will not be allowed to resubmit work or exams. Letter grades will be assigned as follows:

Grade	Numeric Range	Quality Points
A	93-100.0	4.0
A-	90 – 92.9	3.7
B+	87 – 89.9	3.3
B	83 – 86.9	3.0
B-	80 – 82.9	2.7
C+	77 – 79.9	2.3
C	70 – 76.9	2.0
D	60 – 69.9	1.0
F	0 – 59.9	0.0

PLEASE NOTE

1. Make-up quizzes and exams are not automatically provided. In order to miss a quiz/exam without penalty, approval must be obtained **at least 48 hours** prior to the time of the exam. Missing an exam without my approval will result in an "F" grade for the course.
2. Modification of class sessions may be made as the course progresses.
3. Late assignments will not be accepted.

CLASS CONTRIBUTION:

Class contribution accounts for **5%** of your final grade. This will be based on attendance, preparation for class, frequency and quality of participation, class input, organization, and conciseness. Class contribution consists of in-class discussion, class and team discussion of cases and in-class presentations. **If you do not actively and routinely participate, you will receive zero points for class contribution.**

LIBRARY ASSIGNMENTS:

For the term paper, students will be required to research local companies, and periodicals contained in the library or through on-line searches for articles. Assigned readings will be made available in class.

ATTENDANCE AND TARDINESS:

Class attendance is mandatory. I will call on students by name to answer questions, respond to in-class exercises, or to comment on key concepts. Missing these opportunities will result in a reduction in participation points. I will also give no-notice quizzes and classroom exercises. In-class quizzes, exercises, and participation cannot be made up without a valid medical excuse or bona fide family emergency. If you miss a quiz, participation, or exercise due to tardiness, you will also not be able to make up the covered material.

INTERNATIONAL COVERAGE:

The impact of global markets is discussed as a part of most of the other topics as international issues will be highlighted in the examples used.

COMPUTER APPLICATIONS:

Currently available supply chain software and models will be demonstrated in class. Students may be required to use and develop Excel spreadsheets to complete case studies. Students will need to obtain a copy of Adobe Acrobat Reader which is available free on the Internet from www.adobe.com.

ENVIRONMENTAL ISSUES COVERED:

Environmental issues are covered, as appropriate.

ETHICAL ISSUES COVERED:

The concept of ethical decision-making permeates supply chain management and there are ethical implications in almost every decision area discussed in this course.

ACADEMIC INTEGRITY:

All exams and assignments (except where team effort is required and as such specified) are to be individual work with no discussion or collaboration with others permitted. In-class assignments may be either individual or group work as directed by me. Students are expected to adhere to the code of conduct as outlined in the University Catalog. Any incidents of academic misconduct such as cheating, plagiarism, copying others' work, or other inappropriate assistance on examinations or the research paper will be treated with zero tolerance and will result in a grade of "F" for the course. The term paper is to be treated identically to an in-class test: the work should be entirely yours (or your team's) with absolutely no outside help or assistance. Breaches of academic integrity may also result in other action being taken by the University.

DISABILITY:

If you have a disability, as defined by the American with Disabilities Act (ADA), that might impair your performance in this course, please inform me of the disability during the first week of class so that I may take appropriate action. Individuals who require reasonable accommodations must contact the Office of Disabled Services Program at Founders Hall, Building 2, Room 2120, 904-620-2769, as soon as possible.

OTHER:

All cellular or digital phones and pagers are to be turned off during class.

COURSE DISCLAIMER:

The schedule, policies, and assignments contained in this course syllabus are subject to change in the event of extenuating circumstances, class progress, opportunities for guest lectures or site visits or by mutual agreement between the instructor and the students.

IMPORTANT DATES:

JAN	Mon	7	Add/drop week begins for Spring term
	Friday	11	Last day for adding/dropping with 100% refund for Spring term
	Mon	21	Martin Luther King Jr. Day Holiday (University closed) NO CLASS
	Fri	25	Last day to withdraw (25% refund given for complete withdrawal only)
MAR	Mon-Sat	17-22	Spring Break (NO CLASS)
	Fri	28	Last day to withdraw from Spring term (no refund)
APR	Wed	23	Last Class for Spring 2007

Note: I may revise this schedule to take advantage of guest speakers or tours if the opportunity should arise. We will stay as close to this schedule as possible; however, coverage will depend on overall class progress and discussion. Students ***must*** refer to the schedule and assignments sections of Blackboard for up-to-date syllabus information and for the assignments pertaining to each class section.

**TRA 6157
CLASS SCHEDULE**

DATE	SUBJECT	READINGS
Wk 1: Jan. 07	Introduction to Course & Objectives Supply Chain Management: Logistics v SCM	Chapter 1; A1, A2
Wk 2: Jan. 14	Supply Chain Management: Key Processes	Chapter 1; A1, A2
Wk 3: Jan. 21	NO CLASS - MARTIN LUTHER KING DAY Management Components of SCM	Chapter 1; A3, A4
Wk 4: Jan. 28	Management Components of SCM (cont'd)	Chapter 1; A3, A4
Wk 5: Feb. 04	Customer Relationship Management	Chapter 2; A5, A6
Wk 6: Feb. 11	Customer Service Management Demand Management	Chapter 3 Chapter 4; A7, A8
Wk 7: Feb. 18	Demand Management (Cont'd) Order Fulfillment	Chapter 4; A7, A8 Chapter 5
Wk 8: Feb. 25	Manufacturing Flow Management	Chapter 6; A9
Wk 9: Mar. 03	Supplier Relationship Management Product Development and Commercialization	Chapter 7; A10 Chapter 8; A11
Wk 10: Mar. 10	Returns Management	Chapter 9; A12, A13
Wk 11: Mar. 17	NO CLASS – SPRING BREAK	
Wk 12: Mar 24	Supply Chain Mapping	A14
Wk 13: Mar. 31	Developing and Implementing Partnerships in the Supply Chain	Chapter 10; A15
Wk 14: Apr. 07	Supply Chain Performance Measurement	Chapter 11; A16
Wk 15: Apr. 14	Electronically Linking the Supply Chain	A17, A18
Wk 16: Apr. 21	Supply Chain Management - Future Directions	

TRA 6157 – e-SUPPLY CHAIN MANAGEMENT

Reading List

Supply Chain Management: Key Processes

1. Anon., "The Physical Internet – A Survey of Logistics," *The Economist*, (June 17, 2006), pp. 3-18.
2. Siems, "Supply Chain Management: The Science of Better, Faster, Cheaper," *Federal Reserve Bank of Dallas – Southwest Economy*, March/April (2005), pp. 1,7-12.
3. Laura R. Kopczak and M. Eric Johnson, "The Supply Chain Management Effect", *MIT Sloan Management Review*, Vol. 44 No 3 (Spring 2003): 27-34

Managing Components of Supply Chain Management

4. Hammer, "The Super-efficient Company," *Harvard Business Review*, 79:9 (2001), pp. 82-91.
5. Rice and Hoppe, "Supply Chain vs. Supply Chain – the Hype & the Reality," *Supply Chain Management Review*, 79:9-10 (2001), pp. 46-54.

Customer Relationship Management

6. Reinartz and Kumar, "The Mismanagement of Customer Loyalty," *Harvard Business Review*, 80:7 (2002), pp. 86-94.
7. Rigby, Reichheld and Schefter, "Avoid the Four Perils of CRM," *Harvard Business Review*, 80:2 (2002), pp. 101-109.

Demand Management

8. Bolton, "Effective Demand Management – Are you limiting the performance of your own supply chain?" *Strategic Supply Chain Alignment*, pp. 138-156.
9. Lee, "Demand Chain Optimization – Pitfalls and Key Principles," *NonStop Solutions White Paper Series* (2002), pp. 1-26.

Manufacturing Flow Management

10. Anon., "Leveraging lean Principles in a service parts supply chain: The Toyota Story"
11. Hoffman, "Dell Beats the Clock," *Traffic World*, October 24 (2005)10-12.

Supplier Relationship Management

12. Shaw, "G-P Forges Strong Customer Bonds Using Supply Chain Expertise, Innovative Marketing," *Pulp & Paper*, October 77:10 (2003), 26-30.

Product Development and Commercialization

13. O'Reilly, "The Cache to Cash Cycle," *Inbound Logistics*, March (2003), pp. 42-47.

Returns Management

14. Hickey, "Returns Management: How to Convert Trash to Treasure," *Global Logistics & Supply Chain Strategies*, July (2005).
15. Merrick and Brat, "Taking Back That Bathrobe Gets Harder," *Wall Street Journal*, Dec. 15, 2005, D1-2.

Supply Chain Mapping

16. Kaplan and Norton, "Having Troubles with Your Strategy? Then Map It," *Harvard Business Review*, 78:9-10 (2000), pp. 3-11.

Developing and Implementing Partnerships in the Supply Chain

17. Rudzki, "The Advantages of Partnering," *Supply Chain Management Review*, March (2004), p. 44-51
18. Douglas M. Lambert and A. M. Knemeyer, "We're in This Together", *Harvard Business Review*, Dec. (2004), pp. 3-11.

Supply Chain Performance Measurement

19. Ayers, "Costs – Getting to the Root Causes," *Supply Chain Management Review*, November/December 2003, 24-30.

Electronically Linking the Supply Chain

20. Chris Norek, "When and Why are Supply Chain Technology Dreams Dashed?" *Logistics Quarterly*, 2:4 (October 2005): 29-31.
21. Inbound Logistics series.