

# SEATTLE UNIVERSITY

## Albers School of Business & Economics

**OPER 5305 | Supply Chain Management | Fall 2020**

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**INSTRUCTOR:** Greg Magnan, Ph.D. ([gmagnan@seattleu.edu](mailto:gmagnan@seattleu.edu)) [e-mail is best]

Pigott 420 / phone: 206.296.6466

**CLASS TIME:** **6:00 – 8:40** Tuesday [Online only]

**OFFICE HRS:** Zoom: Tuesday, 4:00 – 5:00 PM, Wednesday, 11:00 AM – 12:00 PM and appt.

**MATERIALS:** (1) **CoursePack** [ <https://hbsp.harvard.edu/import/758442> ] (required)  
(2) Capsim Simulation [ [www.capsim.com](http://www.capsim.com) – Industry ID: RP96765\_1 ] (required)  
(3) Root Beer Game Simulation [ <https://hbsp.harvard.edu/import/758456> ] (req'd)  
(3) Articles/readings linked in Canvas to web and digital holdings in Lemieux Library

### Course Description

A *supply chain* is the entire collection of firms involved in the production and delivery of a product or service. Today, as many businesses intensify their focus on core competencies and move to reduce costs, the practice of outsourcing is experiencing tremendous growth. As a result, firms are becoming increasingly dependent on suppliers for services and materials that comprise their product/service bundle. Some strategists have noted that competition is no longer firm vs. firm, but at a supply chain vs. supply chain level.

U.S. firms now purchase well over \$2 trillion worth of materials annually and savings in this area contribute directly to a firm's bottom line. Supply chain management (SCM) functions, which primarily include purchasing/supply management, manufacturing/operations, and logistics, can also contribute to the achievement of faster lead times, lower inventory levels, higher quality inputs, and innovation through the effective management of the supply base. These functions, together with the process flows (material, information, and financial) and the IT required to support them, are considered the core of the supply chain.

Effective supply chain management requires tremendous levels of interaction, both within the firm and across firms. Factor in the information technology opportunities and challenges, and the result is that while the promise of supply chain management is alluring, the reality (still) is that very few firms have harnessed the full potential of their supply chains.

This course is directed at improving a firm's efforts to increase performance and competitiveness—that is, improve performance across all the competitive priorities thus creating value for the firm—through developing and managing the elements of the supply chain. Particular attention will be given to the notion of the supply chain as a “system” (others use “web” or “constellation”) of firms working towards satisfying customers. Integration—both within the firm and across the chain—will be another constant theme. We will use cases, current articles, guest speakers and industry visits to investigate the *strategic* influence of these functions and the new approaches firms are using to better manage the processes that acquire, transform and move materials, services, information, and money.

## Learning Goals & Teaching Methods

This class will incorporate a collection of lectures, cases, readings, simulations, and articles from academic and business periodicals to promote operations and cross-functional learning. In-class and online discussions are a **major** component of learning in this course as the experiences of class members help to teach us all. Learning objectives for OPER 5305 include:

- Identify and articulate ways in which a firm's supply chain organization supports its business plan
- Gain an appreciation for the complexities of supply chains—in modeling, measuring, implementing, and understanding their contribution to strategy and firm performance.
- Understand the barriers, bridges and benefits of effective supply chain management and strategic supplier relationships
- Determine how digital technology and automation are fundamentally changing the nature of supply chain management and execution
- Enhance critical thinking skills; improve written, verbal, and visual communication ability

## Course Requirements

*As is the case in most service encounters, your perceived quality of this course is largely a function of the involvement of you, the student/customer. To that end, the bulk of responsibility for learning is **yours**—keeping current with the reading and participating in case and class discussions are critical to a successful course for all. Late submissions are subject to point penalties.*

### **I. SUPPLY CHAIN ANALYSIS (25%):**

A project wherein each team will explore and investigate a section of an actual supply chain, taking an in-depth look at one firm's approach to supply chain management. The in-depth look would center on the philosophy, strategies and tactics of one firm's buying or logistics groups. Some perspective (e.g., firm's strategy and product complexity) is necessary. Possibly look at structure, relations with suppliers, skill levels of staff, "position" in firm, integration with other functions, technology employed, measurement tools / metrics used, involvement in scheduling/planning, transportation/logistics modes and networks, design integration, SC technology/analytics and the supply chain's contribution to the firm's sustainability/responsibility activities.

**Addressing the firm's business strategy/competitive environment (e.g., priorities, customers, strategy) and how they are supported by firm's supply chain, as well as a short set of recommendations, is required.**

The focus in this analysis is to identify how well the **supply chain organization supports the firm's business strategy**. This analysis should include **recommendations to improve the alignment between business and supply chain strategy**.

Presentations will be graded on content (analysis of supply chain support/fit with business strategy) and presentation elements (e.g., organization, clarity, level of interest), as well as presentation effectiveness. A scoring rubric will be posted on Canvas.

In addition to their slide deck, teams must also submit a copy of a **1-to-2 page written executive summary** of the analysis—which must also be sent to the target company—and a copy of the **thank-you letter**. The purpose of the executive summary is to provide the company the observations and recommendations from a team of sharp students, your gift for their time and access. Teams are responsible for sending the executive summary and thank-you letter to the host companies.

## **2. SCM TOPIC PRESENTATION**

**(individual or 2-person team) (15%):** For a topic in the syllabus (or some other SCM-related topic), prepare a 10-minute presentation outlining the key contributions and content of the material. A schedule will be created to sign up for particular class dates/material.

## **3. INTERVIEW A SUPPLY CHAIN PROFESSIONAL**

**(individual or 2-person team) (15%):** The objective is to share lessons learned / tips from a supply chain professional (e.g., purchasing/procurement, operations, logistics/transportation, etc.) via a 10-minute presentation. You can sign up for your presentation week via this link [forthcoming].

## **4. SUSTAINABILITY IN SUPPLY CHAINS (teams) (15%):**

Teams will select an industry on which to analyze/report; individuals report on one firm in the industry and together the teams compare & contrast reporting approaches, supply chain initiatives, goals and performance. As a foil to the companies' self-reported information, spend some time researching what other organizations (e.g., NGOs) have to say about the company and industry activities, checking to see if they are engaged in potentially harmful activities not mentioned in their report. Comment on these issues (or the lack of them), being sure to cite their sources. The report (see Canvas assignment) should be about 3,000 words and is due by **November 10, 2020**.

## **5. CLASS PARTICIPATION (15%):**

*Participation, both in class and online, is required.* The quantity of quality contributions to discussions in class AND on Canvas will be evaluated. Please be courteous of others at all times and cognizant of limited discussion bandwidth. Some of the criteria used to evaluate effective class participation for grading purposes include:

- Is the participant a good listener?
- Are points made relevant to the current discussion? Are they linked to the comments of others?
- Is there willingness to participate? Is there willingness to test new ideas or are comments "safe"?
- Do comments clarify and highlight the important aspects of earlier ideas and lead to a clearer statement of the relevant concepts and issues?

## **6. CAPSIM SIMULATION reflection (15%):**

You have the option to work with one other student and should submit a paper or voiceover addressing your experience in the simulation. Papers/files are due by the start of class on **November 24, 2020**.

## **Grading**

A straight grading scale will be used to determine final grades (A = 95-100, A- = 90-94, B+ = 87-89, B = 83-86, B- = 80-82, C+ = 79-77, etc.) Course requirements are assigned the following weights:

|                            |     |
|----------------------------|-----|
| Supply Chain Analysis:     | 25% |
| SC Professional Interview: | 15% |
| Class participation:       | 15% |
| SCM Topic Presentation:    | 15% |
| Sustainability in SCM:     | 15% |
| Capsim Simulation:         | 15% |

## University Resources and Policies

### **Academic Resources**

- Library and Learning Commons (<http://www.seattleu.edu/learningcommons/>)  
(This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab)
- Academic Integrity Tutorial (found on Canvas and SU Online)

### **Academic Policies are on the Registrar website:**

(<https://www.seattleu.edu/redhawk-axis/academic-policies/> )

- Academic Integrity Policy
- Academic Grading Grievance Policy
- Professional Conduct Policy

### **Notice for students concerning disabilities:**

*If you have, or think you may have, a disability (including an 'invisible disability' such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff located in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.*

### **Office of Institutional Equity**

*Title IX of the Education Amendments of 1972 (Title IX) prohibits discrimination based on sex in educational programs or activities that receive Federal financial assistance. This prohibition includes sexual misconduct, which encompasses sexual harassment and sexual violence. Seattle U remains committed to providing a safe and equitable learning, living, and working environment. Seattle U offers emergency, medical, and other support resources, as well as assistance with safety and support measures, to community members who have experienced or been impacted by sexual misconduct.*

Seattle U requires all faculty and staff to notify the University's Title IX Coordinator if they become aware of any incident of sexual misconduct experienced by a student. For more information, please visit <https://www.seattleu.edu/equity/>. If you have any questions or concerns, you may also directly contact the Title IX Coordinator in the Office of Institutional Equity (**email:** [oiie@seattleu.edu](mailto:oiie@seattleu.edu); **phone:** 206.296.2824)

## TENTATIVE COURSE SCHEDULE

### OPER 5305 | Fall 2020 (v1.0) [Use Canvas if discrepancies]

| Week # / Date | Topics                                                 | Articles / Cases / Videos                                                                                                                                                                                                                                                                                                                                                                                    | Activity                                                                 |
|---------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 1<br>Sept. 15 | Introduction to Supply Chain Management                | <a href="https://www.supplychaindive.com/news/j-and-johnson-reformulates-baby-care-supply-chain/533198/">https://www.supplychaindive.com/news/j-and-johnson-reformulates-baby-care-supply-chain/533198/</a><br><a href="https://www.scmr.com/article/gartner_announces_rankings_of_the_2020_supply_chain_top_25">https://www.scmr.com/article/gartner_announces_rankings_of_the_2020_supply_chain_top_25</a> | Create Teams                                                             |
| 2<br>Sept. 22 | Systems & Supply Chains                                | <a href="#">Running Inventory Like a Deere (SCQ, 2007)</a><br>“OMR: Supply Chain Management” [HBP Pack]                                                                                                                                                                                                                                                                                                      | Capsim Tutorials (outside of class)<br><br>Root Beer Game Sim (together) |
| 3<br>Sept. 29 | Supply Chain Strategy<br><br>Supplier Relationships    | “OMR: Strategic Sourcing” [HBP Pack]<br><a href="#">“Supply Chain Strategies: Which one hits the mark?”</a><br>“An Integrated Approach to Managing SC Networks”<br><a href="#">“Enhance the value of your supplier relationships” (SCMR)</a><br><a href="#">“When One Size Does Not Fit All” (SMR, 2013)</a>                                                                                                 | Capsim Practice Round 1                                                  |
| 4<br>Oct. 6   | Matching Supply & Demand<br><br>Planning & Forecasting | Demand Driven Planning / MRP<br>Forecasting (chapter) [HBP Pack]<br><a href="https://slate.com/business/2020/09/covid-beer-sanitizer-shortage-supply-chains-six-months-in.html">https://slate.com/business/2020/09/covid-beer-sanitizer-shortage-supply-chains-six-months-in.html</a>                                                                                                                        | Capsim Round 1                                                           |
| 5<br>Oct. 13  | Matching Supply & Demand<br><br>Inventory              | “OMR: Managing Inventory” [HBP Pack]<br><a href="#">Supply Chains Built for Speed and Customization (SMR, 2017)</a>                                                                                                                                                                                                                                                                                          | Capsim Round 2                                                           |
| 6<br>Oct. 20  | Logistics & Transportation                             | Configuring the Last Mile in Business-to-Consumer E-Retailing (CMR, 2019)                                                                                                                                                                                                                                                                                                                                    | Capsim Round 3                                                           |
| 7<br>Oct. 27  | Logistics & Transportation                             |                                                                                                                                                                                                                                                                                                                                                                                                              | Capsim Round 4                                                           |
| 8<br>Nov. 3   | Risk Management & Resiliency                           | Global Supply Chains in a Post-Pandemic World (HBR, 2020)<br>Reducing the Risk of SC Disruptions (SMR, 2014)                                                                                                                                                                                                                                                                                                 | Capsim Round 5                                                           |

| <b>Week # /<br/>Date</b> | <b>Topics</b>                            | <b>Articles / Cases / Videos</b>                                                                                   | <b>Activity</b>                                    |
|--------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| 9<br>Nov. 10             | Supply Chain Management & Sustainability | A More Sustainable Supply Chain (HBR, 2020)<br><a href="#">What's Your Strategy for SC Disclosure? (SMR, 2016)</a> | Sustainability in SCM report<br><br>Capsim Round 6 |
| 10<br>Nov. 17            | Technology<br>SCM 4.0                    | Building a Transparent Supply Chain (HBR, 2020)                                                                    | Capsim Round 7                                     |
| 11<br>Nov. 24            | Final Presentations                      |                                                                                                                    |                                                    |