

**Syllabus – Global MBA –BUS 463**  
**Advanced Concepts In Operations and Supply Chain Management**  
**Ballentine Hall – Room 251**  
**June 23<sup>rd</sup> – July 3<sup>rd</sup>, 2008**  
**Monday – Thursday, 8:00 AM – 5:00 PM**

<b>Instructor:</b>	Professor Douglas N. Hales
<b>Correspondence:</b>	dhales@uri.edu
<b>Office:</b>	209 Ballentine Hall; Telephone: 874-7882
<b>Office Hours:</b>	by appointment
<b>Class Time and Place:</b>	Monday – Thursday, Ballentine Hall Room 251 & Computer Laboratory
<b>Textbook:</b>	None: All Materials Provided or available on FTP site
<b>Prerequisite:</b>	Graduate Student Standing
<b>Required Materials:</b>	To take full advantage of the class, students should bring their reading materials, cases, class notes, handouts, notebook, pencil/pen, & calculator to each class.
<b>Class Description:</b>	A fast-paced class covering advanced topics and practices of contemporary domestic and global Supply Chain Management. Supply Chain Management is defined as the management of the systems and processes that create and deliver goods and/or provide services for sale.

**Academic Integrity Statement:**

As an institute of higher learning, we recognize that academic dishonesty detracts from the value of a URI degree; therefore, we shall not tolerate lying, cheating, or stealing in any form. Violations of this policy will result in a grade of 'F' for the class, and possible expulsion from the University.

**Course Objectives:**

**GENERAL OBJECTIVE**

To apply the tools for developing efficient and effective Supply Chain Operations which focus limited firm resources on strategies that support overall corporate objectives.

**LEARNING OBJECTIVES**

At the end of this course, the student will be able to view Supply Chain and Operations systems from a multi-dimensional perspective by gathering, reviewing, organizing, and analyzing a company's strategic focus, customer demand, supplier capabilities, capacity, inventory, quality, employee, and resource data, and use the information to design and implement efficient and effective Supply Chain Operations.

By the end of this course, the student will be able to,

- Identify and chart a company's Supply Chain system, listing key functions, personnel, and the important responsibilities of a Supply Chain manager.
- Identify key variables and cost drivers in supply chains
- Demonstrate Supply Chain management techniques through discussion, assessment, and simulation
- Use contemporary techniques to design a Supply Chain system that supports corporate and business strategies of the firm
- Develop performance measurement systems that effectively evaluate a Supply Chain.
- Describe global business environments and their effect on Supply Chain issues.

**Attendance Policy:**

Attendance in all class sessions is mandatory. Students more than 10 minutes late for each session will be penalized 15 points per incident. Students who leave a session early will receive a reduction of 2% off of their final grade for each incidence + all credit for any missed/incomplete assignments, discussions and assessments, team meetings, cases, invited speakers, presentations, etc.

**Students with Disabilities:**

Appropriate accommodations will be made for students with disabilities that are documented by Disabilities Services. It is expected that students will follow the policies and procedures of Disabilities Services. Students must present a letter stating that the disability has been documented and requesting the specific accommodations during the first week of classes. Additionally, it is the responsibility of the student to remind the professor by the end of the S1 session where an accommodation will be needed. Due to the tight schedule, a student will be granted additional time to take a quiz at the beginning or the end of the regular class period. If additional time is needed to read the cases, each student should begin reading in advance of each class where the case will be discussed.

## Grading System:

The student's grade will be based on a 1000-point system – distributed over 10 sessions. Students may earn a maximum of 100 points per session. Points are earned through a combination of session attendance, team and individual effort, active participation in discussions, open-note/book exams, team presentations, in-class assignments, and case quizzes and analyses. Because of the in-class, participatory nature of most assignments, NO MAKEUP EXAMS, ASSESSMENTS or MAKEUP WORK will be available. The times listed below for each session are approximations and may vary with the actual schedule.

### Maximum possible points are distributed as follows:

Attendance in all sixteen sessions (four hours each)	30%	300 points
Team Assessment Performance	40%	400 points
Simulations, Analysis/Assignment & Participation	15%	150 points
Book Project: Team Presentations	15%	150 points
	100%	1000 points

The following point system will correspond to grades.

Letter Grade	Points
A	931-1000
A-	900-930
B+	870-899
B	831-869
B-	800-830
C+	770-799
C	731-769
C-	700-730
D+	670-699
D	631-669
D-	600-630
F	< 600

## Assignments and Cases:

Assignments refer to work that is to be handed-in for grading purposes. Assignments will not be revised based on minor technical or typographical errors in this syllabus, handouts or instructor error. Some assignments may require the formulation of student teams. Any written assignments must be the student's best work. Feedback will be given throughout the sessions, which should facilitate improvement in written and oral assignments. Time is provided in the class schedule to begin most assignments – except for some readings and cases 1, 2, and 4. Cases will be utilized throughout the sessions. It is important to read all assigned cases (available on FTP) as scheduled; however, Cases 1, 2, and 4, and the book must be read outside of class. The schedule includes “Reading and Analysis Periods” for students to read the remaining cases and answer some basic questions.

**Three Questions:** The ‘3 Question’ assignments are to be completed during the Facility Tour sessions. During the tours, each student will write down 3 “good thought-provoking” questions for the presenters. Each team – in rotation – will be assigned to ask the 1<sup>st</sup>-question of each speaker. Then, other students will be expected to ask 3 or 4 more questions – hopefully based on the case readings or lecture and discussion material. At the end of the speakers Q&A period, each student will turn in their questions for an assignment grade. As part of this assignment, each student MUST ask at least one question during the formal presentation period during the tours.

## Reading and Analysis Periods:

Except for Cases 1, 2, and 4, and the book project, time is provided in the schedule for students to read and analyze cases prior to assessment and discussion. At the beginning of each “Reading and Analysis Period”, a few questions are provided to help students focus on the important issues presented in each case. The answers to these questions should be written and may be collected as part of the Assessment. These sessions are designed to make sure that a student is fresh on the case material and has considered some of the important issues in the cases. Students are encouraged to consider more issues than are included in the questions – and will count toward their grade if the answers are collected. As the class progresses, material from previous cases, facility tours, lecture, simulations, and discussions should be incorporated.

## Teams:

The use of teams is essential in this class. The instructor will form other teams based on diversity of skills and interests. Class time will be provided for teams to meet and work on Assessment 1 and Final Presentations. During last session on July 3<sup>rd</sup>, students will evaluate each others team performance based on attendance and contribution. Individual grades will be adjusted based on these evaluations. Team leadership will involve rotation among all members.

## Student Assessments:

In addition to **Assignments**, six short open-notes/book Assessments will be given during the sixteen sessions. The purpose of the assessments is to ensure that students are correctly interpreting the lectures and speaker points, reading and analyzing the cases, and are synthesizing class material. Assessments are graded sessions which may include open discussions, short quizzes, essay write-ups,

etc. The assessments will include material presented in the class including cases, assignments, speakers, discussions and lectures. Since the first assessment is given during session 1, it will be administered as a Team assessment – which means that each team can discuss the questions & possible answers as a group, but each individual must turn in their own answer sheet.

### **Project and Final Presentation:**

The class project will be team based; however, class time (“TEAM MEETINGS”) will be provided for teams to work on their projects. The class time from 8:00am – 8:45am each morning will be used exclusively for team meetings.

The purpose of the project is for each team to present information on an interesting topic or book (the book or topics will be assigned by the instructor) to the class more fully than was covered by the instructor or speakers. Each team will then use the book material (plus other provided or Internet material) to prepare a one-hour presentation on the topic. Each team will prepare a 60- minute presentation where ALL members must participate equally in the presentation (5 members = 12 minutes each). Students are not expected to present in formal attire – normal class wear is acceptable. But, creativity is rewarded for presentation styles beyond normal PowerPoint usage.

The last (16) session on July 3rd will be reserved for project presentations and final assessment. Fellow students will grade each team’s performance based on relevance of the topic, working within the 60-minute time limit, demonstration of the major points, use of appropriate terminology, clarity and professionalism of discussion, and support of conclusions. The computer labs will be available during breaks and lunch. More details of the assignment will be given in class.

### **Communication:**

Use only [dhales@uri.edu](mailto:dhales@uri.edu) in order to contact me by e-mail.

### **Distractions:**

While participation is encouraged, discourtesy is not tolerated. Excessive arguments, disrespect, offensive language, or behavior leading to the disruption of learning will result in the expulsion of the student from class and possible disciplinary action of the student judiciary. PLEASE turn off all devices that create "NOISE" or set them on 'silent' mode.

### **Disclaimer:**

The descriptions, policies, procedures, and schedules are not intended to be comprehensive of all class and student activity. They are to provide clear expectations of student performance and behavior during the semester. Read the syllabus carefully and ask questions about anything that is unclear. Assignments will not be changed due to minor technical or typographical errors in printing.

	<b>Monday 06.23</b>	<b>Tuesday 06.24</b>	<b>Wednesday 06.25</b>	<b>Thursday 06.26</b>
8:00am – 8:45am	Introduction and Overview- Room 251 <b>Cases: (Read prior to class)</b> <b>(1) Aligning Supply Chain strategies with product uncertainties</b> <b>(2) Getting Off-shoring Right</b>	TEAM MEETINGS	TEAM MEETINGS	TEAM MEETINGS
8:45 – 10:00am	Lecture and Discussion - Supply Chain Basics	Lecture and Discussion – Constraint Management <b>Case (4): (Prior to class) Infrastructure Squeeze</b>	Lecture and Discussion - Order Fulfillment Business Processes	<b>Travel to CVS Distribution Center at North Smithfield, Rhode Island</b>  <b>Lunch Provided</b>
10:00 – 10:10am	Break	Break	Break	<b>Live Case (7) CVS</b>
10:10 – 10:45am	<b>Team Assessment 1:</b> on cases 1 & 2, and opening lecture	Lecture and Discussion – Manufacturing Flow Management	Lecture and Discussion - Live Cases Hasbro Incorporated & Types of Supply Chains	CVS
10:45 – 12:00 noon	Beverage Game I Ballentine Computer Lab 240	Live Simulation – Room 251-- The LEGOS Line	<b>Leave for Hasbro HQ in Pawtucket, Rhode Island</b>	CVS
12:00 – 1:00	Lunch	Lunch	Lunch on own at Celos	Lunch at CVS
1:00 – 2:10	Supply Chain Performance Measurement Lecture – Demonstration of Goldratt simulation	Live Simulation Continued – Room 251	<b>Live case (6) HASBRO</b>	CVS
2:10 – 2:40	<b>Read Case (3): STUPID The PSA – Product/Service Agreement</b>	Lecture and Discussion – Six Sigma, Sarbox, CTPAT, & security	<b>HASBRO</b>	CVS
2:45 – 4:00pm	<b>Team Assessment 2</b> – Flow chart practice and analysis of the company's CRM/CSM system	Reading & Analysis Period <b>Case (5): Pizza Hut Russia</b>	<b>HASBRO</b>	Return to URI
4:00 – 4:10pm	Break	Break	Return to URI	Break
4:10 – 5:00pm	Team Meetings – Book and Topics assigned to each team	<b>Team Assessment 3</b>	Return to URI	Collection of Three – Questions & Assignments

	<b>Monday 06.30.08</b>	<b>Tuesday 07.01.08</b>	<b>Wednesday 07.02.08</b>	<b>Thursday 07.03.08</b>
7:00am– 8:45 am	TEAM MEETINGS	<b>6:45 AM</b> - Travel to Cape Cod – Live case <b>(11) Ocean Spray</b>	TEAM MEETINGS	TEAM MEETINGS
8:45am – 9:45am	Lecture & Discussion – Lean Supply Chains	<b>Ocean Spray</b>	<b>Team Assessment 5</b> Common Problems Unique Problems	Beverage Game II – Computer Lab 240
9:45 – 10:50am	Reading and Analysis Period <b>Case: (8) What Makes a Supply Chain Lean?</b>	<b>Ocean Spray</b>	Lecture & Discussion – Product Development	Lecture & Discussion Implementing Integrated Supply Chain Management
10:50 – 11:00am	Break	<b>Ocean Spray</b>	Simulation/Break	Break
11:00 – 12:00am	Lecture and Discussion – Supplier Relationship Management	<b>Ocean Spray</b>	Goldratt Simulators – Computer Laboratory	TEAM 1 Presentation
12:00 – 1:00pm	Lunch	Lunch Provided	Lunch	TEAM 2 Presentation Work through Lunch
1:00 – 2:00pm	Reading and Analysis Period <b>Case (9): Bose</b>	Return to URI	Goldratt Simulators Continued	TEAM 3 Presentation
2:00 – 3:00pm	<b>Bose (9) Continued</b>  Lecture and Discussion on Bose Case Ocean Spray Inc.	Break	<b>Goldratt Simulations Due</b>  Lecture & Discussion Returns Management	TEAM 4 Presentation
3:00 – 4:00pm	<b>Team Assessment 4</b> <b>Case (10): We're in this Together</b>	Lecture & Discussion Logistics & Transportation	<b>Team Assessment 6-</b> Personal Supply Chain	TEAM 5 Presentation
4:00 – 5:00pm	<b>Team Assessment 4 Continued</b>	Reading and Analysis Period <b>Case (12): Transland Shipping</b>	Reading and Analysis Period <b>Case (13): Warfighter Distribution Reqs.</b>	Wrap-up Discussions & Assessment