Course Overview:

This course targets those pursuing a career in operations as well as prospective general managers and consultants. Building upon the first year core course, “Information, Technology, and Operations”, it will start by digging deeper into the tradeoffs in inventory and logistics management in the first module. The second module will examine the concept and techniques of strategic sourcing including supply industry research and supplier cost modeling. The final module will examine the impact of the Internet and the supply chain evolutions supporting the growing services sector. Each week one of the two sessions will be devoted to a case discussion while the second will entail other pedagogical methods including outside speakers, computer simulations, hands-on exercises, or as a last resort, a lecture.

Assessment:

The course grade will be determined as follows:

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<thead>
<tr>
<th>Course Component</th>
<th>Individual (%)</th>
<th>Group (%)</th>
<th>Total (%)</th>
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<tbody>
<tr>
<td>Class Contribution</td>
<td>30%</td>
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<tr>
<td>Case Write-Ups</td>
<td>30%</td>
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<tr>
<td>Cost-Based Negotiation</td>
<td>10%</td>
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<tr>
<td>Responsive Learning.net Simulation &amp; Write-up</td>
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<tr>
<td>Harvard Simulation &amp; Write-up</td>
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<tr>
<td>Total</td>
<td>70%</td>
<td>30%</td>
<td>100%</td>
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</tbody>
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The Individual case write-up will consist of a four to six page written document supported by spreadsheet analysis. Cases qualifying for write-up will be identified during the opening session and students will be asked to sign up for one in advance to “level load” the write-ups. Simulations and negotiation exercises are explained below.

Readings

This course does not employ a single textbook but instead will draw from a variety of articles and book chapters.
CLASS SCHEDULE AND ASSIGNMENTS:

Session 1A: Introduction to Supply Chain Management

Readings:
- "When Will Supply Chain Management Grow Up?", Laseter & Oliver, strategy+business, Fall 2003.

Case/In-Class Exercise:
- The “ABCs” of “SCM”

Session 1B: Inventory Management Fundamentals

Readings:

Case/In-Class Exercise:
- Yo Wear Video

Session 2A: Replenishment Systems

Readings:

Case/In-Class Exercise:
- "Musictoday LLC “, Darden Business Publishing (2004), OM-1114
- Musictoday Video

Session 2B: Inventory & Logistics Management Simulation

Preparation:
- Pick a classmate as a partner for the Supply Chain Simulations from Responsive Learning.net.
- Once you have e-mailed the professor with your team name and members, he will send you a password to register your team.
- After you register, go to the assigned URL to read the background on the first assignment
Case/In-Class Exercise:
- Supply Chain Management, simulation from Responsive Learning.net

Session 3A: TBD

TBD: End of Game Strategies for Simulation or Guest Speaker

Session 3B: Balancing Responsiveness and Cost

Readings:

Case/In-Class Exercise:
- “HP Deskjet Printer”, (Stanford) SBSCMF-002-2001

Session 4A: Distribution Fundamentals

Readings:
- Competitive Cost Analysis Note: Scale & Utilization Calculations, UVA Technical Note OM-1256.

Case/In-Class Exercise:
- Dollar Tree Logistics, UVA Case OM-1180

Session 4B: Managing a Multi-Country Supply Network

Preparation:
- Go to assigned URL to read the background on the second assignment

Case/In-Class Exercise:
- Supply Chain Management simulation from Responsive Learning.net

MODULE TWO: STRATEGIC SOURCING

Session 5A: Introduction to Strategic Sourcing

Readings:

Case/In-Class Exercise:
• FreeMarkets Video
• To be distributed in class: "AES Global Sourcing Initiative (B)", Darden Business Publishing, (2004), OM-1168

Session 5B: Supply Industry Research

Readings:
• None

Case/In-Class Exercise:
• Industry Research Scavenger Hunt Group Exercise

Session 6A: Responsive Learning Simulation Debrief

Preparation:
• Each team should prepare a three page memo (excluding exhibits) to your Board of Directors explaining your strategy, results and learning which you will apply to future managerial assignments.
• Submit the memo via e-mail to the professor by Friday February 29th

Case/In-Class Exercise:
• Supply Chain Management simulation from Responsive Learning.net

Session 6B: Supplier Cost Modeling Introduction

Readings:
• "When Offshoring Isn't a Sure Thing", strategy+business,(Summer 2004), pages 26-31.

Case/In-Class Exercise:
• “CFNA” Call Center Outsourcing”, Darden Business Publishing, (2004), OM-1072

Session 7A: Part-Level Cost Modeling

Readings:

Case/In-Class Exercise:

Session 7B: Cost-Based Negotiation
Readings: (Scan as a review for negotiation techniques)
- **Ten Aggressive Bargaining Tactics of Industrial Buyers**

Case/In-Class Exercise:
- DSS Motor Manufacturing and TML Foundry Negotiation Exercise

Session 8A: Segmentation and Strategy Development

Readings:
- Chapter 4 “Creating Sourcing Strategies”, “Balanced Sourcing: Cooperation and Competition in Supplier Relationships”, Pages 59-87

Case/In-Class Exercise:
- Leeks Automotive Ltd. (UVA-OM-0863)

Session 8B: Global Product Development and Sourcing

Readings:
- *Global Supply Chain Management Simulation Players Manual*

Case/In-Class Exercise:
- Global Supply Chain Management Simulation (Harvard Business School)

Session 9A: Outsourcing and Global Competition

Readings:

Case/In-Class Exercise:

Session 9B: Global Product Development and Sourcing (Continued)
Readings:
- None

Case/In-Class Exercise:
- Global Supply Chain Management Simulation (Harvard Business School)

Assignment:

MODULE THREE: THE INTERNET AND THE SERVICE ECONOMY

Session 10A: The Internet and Supply Chain Management

Readings:

Case/In-Class Exercise:
- Webvan, Harvard Case 9-602-037

Session 10B: The Internet Bubble and the Service Economy

GUEST SPEAKER: Larry Laseter,

Readings:

Case/In-Class Exercise:
- None

Session 11A: Cost to Serve in Internet Retailing

Readings:

Case/In-Class Exercise:

Session 11B: eMarketplaces and Supply Chain Management

Readings:

Session 12A: Ethics and Global Sourcing
Readings:

- “Gap: Clean, wholesome and American? A storm over the use of child labour clouds Gap's pristine image”, The Economist, November 1st 2007

Case/In-Class Exercise:

- "IKEA: Indian Rugs and Child Labor”, Harvard Business School, 9-906-415 (to de distributed in class)
- IKEA video

Session 12B: Global Proverbs for Managing Global Supply Chains

Readings:

- None

Case/In-Class Exercise:

- Lecture