

**Supply Chain Management**  
**Course Number: 22:799:581**  
**Course Title: Supply Chain Management Strategies**

## **COURSE DESCRIPTION**

This course provides a broad overview of key supply chain strategies, issues and challenges. Topics covered include the management aspects of strategic procurement, supplier relationships, supply chain performance, responsible sourcing, supply chain risk management, spend analytics, category management, logistics networks, forecasting, inventory management, supply chain integration, and a review of supply chain technologies. Case studies, supplemented with current best practices are used to illustrate the issues discussed in lectures.

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## **COURSE MATERIALS**

### **Non-Text Book Cases**

***Tetra Pak: A Digitally Enabled Supply Chain as a Competitive Advantage***, Ralf W. Seifert and Richard Markoff, (HBS Publishing Product # MD960-PDF-ENG) 2018

***McDonald's Corp.: Managing a Sustainable Supply Chain***, Ray A. Goldberg and Jessica Droste Yagan, (HBS Publishing Product # 907414-PDF-ENG) 2007

***Larsen and Toubro: Spare Parts Forecasting*** By Suhruta Kulkarni, Prakash Hegde, Ruchi Jaoswaland Dinesh Kumar (Product HBS Publishing #: IMB499-PDF-ENG)

***3M Canada: The Health Care Supply Chain*** by P Fraser Johnson (HBS Publishing Product #: W15359-PDF-ENG)

***Walmart: Supply Chain Management*** by P Fraser Johnson and Ken Mark (HBS Product #: W19317-PDF-ENG)

***CPDN: Improving Supply Chain Resilience*** by P Fraser Johnson (HBS Product #: W19104-PDF-ENG)

***Rethinking the Medical Supply Chain at Shanghai General Hospital*** by Benjamin Yen, Guohua Wan and Penny Lau (HBS Publishing Product #: HK1147-PDF-ENG)

***Chinese Pharmaceuticals (HK) Limited: Effective Forecasting for Optimal Inventory Management*** by Ronald Lau and Joseph Fernandez (HBS Product #: ST5-PDF-ENG)

***Fiesta Gifts: Mending the Spending*** by Jayanth Jayaram and Shankar Venkatagiri (HBS Publishing Product #: IMB761-PDF-ENG)

***Global Sourcing at Nike*** by Nien-He Hsieh, Michael Toffel and Olivia Hull (Product #: 619008-PDF-ENG)

***Amazon.com: Supply Chain Management*** by P Fraser Johnson and Ken Mark (HNS Product #: W18451-PDF-ENG)

***Three-Dimensional (3D) Printing: Jolts on Supply Chain Management and the Chinese Manufacturing Industry***, by Benjamin Yen and Yihong Yao, (HBS Publishing Product # HK1059-PDF-ENG) 2015

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## COURSE LEARNING OBJECTIVES

### Objectives

1. Provide a Broad Overview of Key Supply Chain Strategies
2. Understanding of Critical Decisions Needed to Manage an Effective and Efficient Supply Chain
3. Understand the importance of strategic procurement management and its contribution to business objectives
4. Appraise a variety of tools and techniques to understand and establish level of risk in supply chain
5. Develop strategies for category management
6. Improve Critical Thinking and Teamwork through the use of Real Life Case Studies

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## TEACHING METHOD

The course will be largely taught via PowerPoint. All class-related material (lecture presentations, messages, etc.) will be posted on **Canvas** Additional visual material, newspaper articles and handouts will be used to reinforce current best practices. Team based case analyses and discussions are used develop critical thinking, presentation, and teamwork skills around Supply Chain Management strategies.

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## ACADEMIC INTEGRITY

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy <http://academicintegrity.rutgers.edu/>

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large

database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

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**GRADING POLICY**

The final grade in this course will be primarily based on:

- 1) Study Group Case Presentations. (Team Case Presentation) and
- 2) Final Exam.

The weights for course work components are given below:

Study Group Case Presentations 40%  
 End of Module Exam 60% ===== **TOTAL: 100%**

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**Study Group Case Presentation**

Study Group Case Presentations are used develop critical thinking, presentation and teamwork skills around Supply Chain Management strategies.

Each Study Group will select a business case and asked to examine them in the context of scenario provided.

**End of Module Exam**

The test will comprise of two sections:

- 1. Section A: 30 Multiple Choice Questions
- 2. Section B: 2 short answer questions based upon a case study

The exam is based on closed book format. Content for test questions will be developed from class lectures/discussions, assigned readings, case studies and student presentations

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**COURSE SCHEDULE**

TBA	TBA
<p><b><u>Welcome, Objectives, Expectations</u></b></p> <p><b><u>Introduction to SCM</u></b>            Overview of supply chain concepts</p> <p>Contribution of strategic supply chain management to corporate and business strategy</p>	<p><b><u>Strategic Procurement</u></b></p> <p>Strategic Fit between supply chain and competitive strategies</p> <p>Levels of organizational strategy</p> <p>Strategy formulation., evaluation and implementation</p>

<p>Supply Chain Partners</p> <p>Pursuing Competitive Advantage in Supply Chains</p> <p>Exercise: Discuss the press statements – CEO DBS Bank and CEO Toyota</p>	<p>Exercise: Supply Chain Management case studies IDLL</p> <p><i>Case Study: Rethinking the Medical Supply Chain at Shanghai General Hospital</i></p>
<p><b><u>Logistics and Supply Chain</u></b></p> <p><b><u>Achieving value through SRM</u></b></p> <p>Materials, Logistics and distribution management</p> <p>Managing Supply Chain Vulnerability</p> <p>Supply Chain Optimisation</p> <p>Case Study: Amazon.com: Supply Chain Management</p>	<p><b><u>Organizational and Supply Chain Structures</u></b></p> <p>New types of organizations</p> <p>Lean and Agile organizations</p> <p>Supply &amp; Value Chain mapping</p> <hr/> <p>Centralized vs Decentralized procurement</p> <p>Case Study 1: 3M Canada: The Health Care Supply</p> <p>Case study 2: Walmart: Supply Chain Management</p>
<p><b>Procurement Process, Policies and Systems</b></p> <p>Procurement Process</p> <p>Procurement policies &amp; systems</p> <p>Creating value through procurement</p> <p><b>Supply Chain Tactics &amp; Operations</b></p>	<p><b>Supply Chain Tactics &amp; Operations</b></p> <p>Supply Chain Risk Management Tools and Techniques in identifying levels of risk</p> <hr/> <p><u>Achieving Value for Money using Supplier Relationship Management</u></p>
<p>Exercise: Procurement Agency TPA</p>	<p>Case study 1: CPDN: Improving Supply Chain Resilience</p>
<p>Case Study: Global Sourcing at Nike</p>	
<p><b>Matching Supply with Demand</b></p> <p>Inventory, logistics and supply</p>	<p><b>Sourcing and Supply Management</b></p> <p>Sourcing process</p>

chain management	Supplier evaluation and selection
Demand Management	Sourcing Methods
Forecasting techniques	Outsourcing
Management of Supply Chain Performance	
Case Study 1: Larsen and Toubro: Spare Parts Forecasting	Sustainability & Responsible Procurement
Case Study 2: Chinese Pharmaceuticals (HK) Limited: Effective Forecasting for Optimal Inventory Management	Case Study 1: McDonald's Corp.: Managing a Sustainable Supply Chain Case study 2: Fiesta Gifts: Mending the Spending
<b>Spend Analysis and Category Management</b>	<b>World Class Supply Chain Management</b>
Spend Analysis	Innovation in Supply Chain
Carrying out Spend Analysis project (Requires use of laptop)	Supplier Development
Implementing Category Management	Environmentally sensitive design
Case Tetra Pak: A Digitally Enabled Supply Chain as a Competitive Advantage	Case Three-Dimensional (3D) Printing: Jolts on Supply Chain Management and the Chinese Manufacturing Industry
	SCM Wrap Up Final Exam
	Multiple Choice Questions (30 questions)
	Scenario based questions - 2

**PRE-COURSE PREPARATION - Articles**

1. Getting sourcing right in China - The McKinsey Quarterly 2004 special edition: Chinatoday
2. Modern Slavery in Company Operation and Supply Chain – Business and Human RightsCentre, September 2017
3. Resetting Supply Chain for the Next Normal – McKinsey Operation Practice – July 2020
4. 2019 Corden Public Lecture with Professor Paul Krugman - What did we miss about globalisation? <https://www.youtube.com/watch?v=rWQ3jCURzy0>

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## SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at [ods.rutgers.edu](https://ods.rutgers.edu).

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email [dsoffice@echo.rutgers.edu](mailto:dsoffice@echo.rutgers.edu)]

[Rutgers University-Newark ODS phone (973)353-5375 or email [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu)]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email [jackie.moran@rutgers.edu](mailto:jackie.moran@rutgers.edu)]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu)]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email [deanofstudents@echo.rutgers.edu](mailto:deanofstudents@echo.rutgers.edu)]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu)]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention

and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: [https://cm.maxient.com/reportingform.php?RutgersUniv&layout\\_id=7](https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7) . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu)]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu>.

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of **physical health** services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of **legal** services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to **English as a second language (ESL)** should contact the Program in American Language Studies for supports.

[Rutgers–Newark: [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu)]

[Rutgers–New Brunswick: [eslpals@english.rutgers.edu](mailto:eslpals@english.rutgers.edu)]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]