

Supply Chain Management
Course Number: 22:799:618
Course Title: Global Procurement and Supply Strategies- Master of Science

COURSE OUTLINE

Reviews the demands placed on procurement and supply management from the firm's stakeholders, demonstrate the impact of procurement and supply management on the competitive success and profitability of the organization, describes ethical, contractual and legal issues faced by procurement, and recognizes the expanding strategic nature of procurement. The major areas of concentration covered are procurement as a functional activity; how procurement impacts on total quality, cost, delivery, technology, and responsiveness to the needs of a firm's external customers (insourcing/outourcing, supplier evaluation, supplier development, and global sourcing); introduction of the tools, techniques, and approaches for managing the procurement and sourcing process (cost/price analysis, negotiations, and contract management); issues and activities that support the procurement and sourcing process); and future directions of procurement and supply management. Case studies will be used to illustrate the issues discussed in lectures.

COURSE MATERIALS

Textbooks

- Purchasing and Supply Chain Management, R. Monczka, R. Handfield, L. Giunipero., and J.Patterson, South-Western 6th Edition ISBN 9780357442142, 0357442148. (Required) Abbreviated MHGP
- Harvard Business School Case (HBSC), to be purchased by students – available online.
- Downloadable cases from course website.

Teaching Method

The course will be largely taught via PowerPoint presentations and online lectures. 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.

Students should be enrolled in **CANVAS** to access the posted materials.

LEARNING GOALS AND OBJECTIVES

1. To provide a strategic overview of procurement and supply chain management as they apply in today's global marketplace.
 2. Develop world-class thinking in support of competitive excellence in procurement and supply chain management.
 3. Enhance knowledge and skill in use of cost management, negotiation and related strategic sourcing tools.
 4. To understand and appreciate the ethical, contractual, and legal issues faced by purchasing and supply chain professionals.
 5. To understand the influence of purchasing on other major functional activities not only including supply chain management, but other areas of the business such as product design, quality management, marketing and sales, financial planning, etc.
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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 for more details.

In this class, it is the expectation that we adhere to the Principles of Academic Integrity set forth by Rutgers University. The following is a short excerpt on how Rutgers University views Academic Integrity (please see the original here: <http://academicintegrity.rutgers.edu/academic-integrity-atrutgers/>), specifically they "require that every Rutgers University student:

- properly acknowledge and cite all use of the ideas, results, or words of others
- properly acknowledge all contributors to a given piece of work
- make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of unsanctioned materials or unsanctioned collaboration
- obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions
- treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress
- uphold the canons of the ethical or professional code of the profession for which he or she is preparing.

Adherence to these principles is necessary in order to insure that:

- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered

- the reputation of the University for integrity in its teaching, research, and scholarship is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld.”

Thus, completion of the Academic Integrity Tutorial on Canvas is **MANDATORY**. In case you have any additional questions regarding this policy, please do not hesitate to contact me. By enrolling in this class, you agree to abide by the above-mentioned points.

GRADING POLICY

The final grade in this course will be primarily based four items: 1) Case Analyses; See Case Analyses below 2) Mid-term and 3) Final Exam and 4) Class participation in cases, in-class projects and lectures. The weights for course work components are given below:

Class Attendance & Participation	20%
Mini-Cases	20%
Full-Case Analyses	20%
Mid-term Exam	20%
Final Exam	20%
TOTAL:	100%

Class Attendance & Participation

Class Attendance and Participation (20%)

There will be questions asking students to share their point of view, analysis, insights and recommendations on the class lecture, cases, and handouts during the online lecture or as posted in the CANVAS classroom. It is imperative that the students read the chapters, cases and handouts prior to the class and be prepared to answer questions.

Case Analyses

We will cover cases during the course. These will be a combination of mini-case studies with specific questions for students to reply to. One or two of the cases will be more elaborate, based on which a full study report of around 8-10 pages is expected. More information can be found in the assignment section of Canvas.

A	>93
A-	92.9 - 89.5 No rounding
B+	87 - 89.4 No rounding
B	84 - 86.9 No rounding
B-	79.5 - 83.9 No rounding
C+	77 - 79.4 No rounding
C	74 - 76.9 No rounding
C-	69.5 - 73.9 No rounding
D	59.5 - 69.4 No rounding
F	<59.5 No rounding
	<i>Examples 89.49 is B+, 86.9 is a B</i>

COURSE SCHEDULE

Week # (start date)	Lecture and Material	Attendance & participation	Cases and assignment
1	Introduction to Purchasing & SCM (MHGP Ch 1) Purchasing Process (Ch2)	(1-see below)	
2	Supply Mgt Integration (MHGP Ch 4) Supply Management Org. (MHGP Ch 5)	(1-see below)	Mini-Case #1: Avion (β) (X) (2)
3	Supply & commodity strategy (MHGP Ch 6) Supplier Evaluation & Selection (MHGP Ch 7)	(1-see below)	Mini-Case #2: Supplier quality (β) (X)
4	Supplier Quality (MHGP Ch 8)	(1-see below)	None
5	Supplier Development (MHGP Ch 9)	(1-see below)	None
6	Strategic Cost Mgt (MHGP Ch 11)	(1-see below)	Full Case#1: Agile Electric (Ω)
7	Mid-Term Exam (proctored)	No assignment or attendance requirement	
8	Global Sourcing (MHGP Ch 10)	(1-see below)	None
9	Negotiation & Conflict Mgt (MHGP ch 13)	(1-see below)	Mini-Case#3: Email exercise β X
10	Purchasing Tools & Techniques (MHGP Ch 12)	(1-see below)	None

11	Purchasing Ethics (MHGP Ch 15)	(I-see below)	Mini-Case #4: Purchasing Ethics (β) (Σ)
12	Supply Chain & IT (MHGP Ch 18) Services Purchasing (MHGP Ch 17)	(I-see below)	None
13	Lean Supply Management (MHGP Ch 16) Performance Management (MHGP Ch 19)	(I-see below)	Full Case#2: Glaxo-Smith Klein (Ω)
1	Final Exam (proctored)	No assignment or attendance requirement	() – ()

(1) Attendance and participation expectations:

- Attendance: Choose 2 question from Discussion Questions at end of (each) assigned chapter(s)
 - o Post a reply with to each with no less than 50 and no more than 100 words for each to discussion thread for that week's unit.
- Participation: Choose a minimum of 2 questions from others postings and comment on their reply with no less than 30 words.
 - o Your comment can be on postings from the current or previous week's discussions.

(2) Mini-Case expectations:

- a. Submit assigned case questions (posted on Canvas) as assignment

(3) Full-Case expectations:

- a. Submit case study write-up following format posted online to on Canvas as assignment

b. Case Notes:

“Agile Electric: *Quality Issues in a Global Supply Chain*” Case W12056 Product: W12056-PDF-ENG

“GlaxoSmithKline” Case 414-003 Product Number: 414003-PDF-ENG

Ω = to be purchased from Harvard Publishing: <http://hbsp.harvard.edu/>, Σ = Full report

β = Available in MHGP textbook (Monczka, Handfield, Guinipero and Patterson);

provided on eCollege, Σ = For class participation

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.

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

[Rutgers University-Newark ODS phone (973)353-5375 or email 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]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email 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]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email 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 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at 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]

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]

[Rutgers–New Brunswick: 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.]