

**Supply Chain Strategy: A Global Perspective**  
**SCMN 4800 - Sections 001 & 002**  
*SPRING 2014*

**Professor:** Cliff Defee, Ph.D. 334.844.8186  
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**Office Hours:** Monday / Wednesday 2:00 - 4:00 pm  
I am in the office frequently; *call/email to schedule an appointment at a different time.*

**Class Schedule:** Section 002: M - W - F 9:00 a.m. - 9:50 a.m. Lowder 154  
Section 001: M - W - F 10:00 a.m. - 10:50 a.m. Lowder 127

**Catalog Description:** Capstone course providing an intensive study of strategies used to facilitate global flows of product, information, and payments.

**Pre-requisites:**

- Successful completion of SCMN 3150 (Operations Management), SCMN 3710 (Logistics), SCMN 3720 (Transportation), SCMN 3730 (Purchasing)
- Senior standing

**Course Objectives:** Supply Chain Strategy is a “capstone” course in the Supply Chain Management major. It addresses supply chain issues at a strategic level including such issues as transportation planning, network configuration, inventory policy, and customer service management. This course is designed to provide insight into current issues, problems, and practices in supply chain management. The goal of the course is to provide students with an integrated perspective of the supply chain decisions companies face. Specific course goals include:

- Develop an appreciation for the role of global supply chain management and its relationship with other functional areas of the business.
- Ensure familiarity with supply chain management concepts and techniques - in a global context.
- Integrate supply chain concepts from previous courses.
- Practice decision-making considering a wide array of inputs (data) while balancing consequences.
- Understand global supply chain requirements and implications of strategic supply chain decisions.
- Recognize the importance of supply chain management as an area of study, a profession, and a career.

**Course Materials:** [No textbook is required for this course.](#)

Readings will be posted throughout the semester to cover a portion of most topics and to introduce current events and/or important SCM theoretical perspectives.

Class slides will be made available on Canvas.

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**Add'l resources:** David Blanchard, *Supply Chain Management Best Practices*, 2007, John Wiley & Sons, Hoboken NJ.  
 John T. Mentzer, *Fundamentals of Supply Chain Management*, 2004, Sage, Thousand Oaks CA.  
 Sunil Chopra and Peter Meindl, *Supply Chain Management: Strategy, Planning, and Operations (3<sup>rd</sup> edition)*, 2007, Pearson Prentice Hall, Upper Saddle River, NJ.  
 Mandyam M. Srinivasan, *Streamlined: 14 Principles for Building & Managing the Lean Supply Chain*, 2004, Thomson Business and Professional Publishing, Mason OH.

NOTE: THESE ARE ADDITIONAL REFERENCES THAT MAY PROVIDE YOU WITH SUPPLEMENTARY INFORMATION AND INSIGHTS BUT ARE NOT REQUIRED FOR THIS COURSE.

**Responsibilities:** The course includes both individual and group work - group determination will differ for each assignment. Limited make-up; no extra credit opportunities. Grades will be based on performance in the following areas (1,000 total points):

Activity	Points	Percentage
<i>LINKS Simulation</i>		
• Decision-making Presentation (Team)	50	
• LINKS User's Manual Exam	100	
• Assignment 1 - Forecasting	50	
• Assignment 2 - Strategy (Team)	100	
• Assignment 3 - Inventory Analysis	50	
• Assignment 4 - Competitor Analysis (Team)	100	
• Final Report / Presentation (Team)	50	
• Simulation Performance (Team)	<u>200</u>	
	700	70%
<i>Case Analysis</i>		
• Case 1 - FedEx	150	
• Case 2 - Innovative Distribution Company	<u>100</u>	
	250	25%
<i>Preparedness / Contribution</i>		
• Quizzes / Attendance / Participation	50	5%
Total Points	<u>1,000</u>	<u>100%</u>

**Grading Scale:** The following grading scale will apply to this course:

A	900 - 1,000 points	90% and higher
B	800 - 899 points	80% and higher
C	700 - 799 points	70% and higher
D	600 - 699 points	60% and higher
F	0 - 599 points	under 60%

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Course Procedures and Policies

Everyone in this course is expected to demonstrate appropriate business behavior at all times. That includes **preparedness, professionalism and integrity**. Specific policies include:

1. **Attendance:** I occasionally take attendance - and I gauge participation every day. Everyone is expected to arrive on time and to take part in discussions. Attendance has a major impact on grades in terms of class participation activities and exercises, and instructions for assignments. Regardless of the reason for an absence from class, you are still responsible for all material covered that day. *Frequent absences will therefore negatively impact your grade in the course.*
2. **LINKS Simulation:** We are using the *Supply Chain Management Fundamentals* simulation ([www.links-simulations.com](http://www.links-simulations.com)) Decisions are due no later than 4:00 p.m. on scheduled days - see class schedule for dates when decisions are due. Each team is responsible for the accuracy of all decisions as the simulation cannot be re-run.
3. **Cases:** Students will work individually (in most cases) to develop case analysis and presentation of recommendations. Cases are intended to stimulate your real-world decision-making abilities. All required reports and presentations should be considered formal business deliverables (note, this includes proper dress and presentation style). Sloppy, unprofessional work will be graded harshly.
4. **Quizzes:** In class quizzes may be administered occasionally. **No make-ups of missed quizzes will be allowed.**
5. **Grade Questions:** I am available during office hours if you have any questions about your grade on any assignment or if you do not understand the grading system. I will do my best to grade your work fairly and keep you apprised of your performance. I will promptly correct any grading error that is brought to my attention - this does not mean I am open to *negotiating* grades.
6. **Availability:** During posted office hours, I will be available on a walk-in basis for any questions that you have about the course, career questions, and any other academic/professional concerns. If you cannot stop by during these scheduled hours, please call or email me to arrange an alternate meeting at a mutually convenient time, or see me immediately before or after class.
7. **Academic Honesty:** I expect you to act ethically at all times. Academic indiscretions (cheating, plagiarism, etc.) may be immediately referred to the Academic Honesty Committee. Please refer to the Student Policy eHandbook ([http://www.auburn.edu/student\\_info/student\\_policies/](http://www.auburn.edu/student_info/student_policies/)) for more information.
8. **Special Accommodations:** Students who need accommodations are asked to electronically submit their approved accommodations through AU Access and to arrange a meeting during office hours as soon as possible. If you have a conflict with my office hours, an alternate time can be arranged. To set up this meeting, please contact me by e-mail. If you have not established accommodations through the Office of Accessibility, but need accommodations, make an appointment with the Office of Accessibility, 1228 Haley Center, 844-2096 (V/TT).

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9. **Dropping the Course:** The last day to drop without consequence is January 29. The last day to drop with no grade penalty is February 27 By these dates you will have received grades from multiple assignments. If you feel that you may need to drop the course, please see me prior to that date.
10. **Use of Laptops:** You may bring and use a laptop/tablet in this class. However, use of the laptop is to be restricted to class activities (taking notes, looking up references, calculating answers with spreadsheets, etc.). Surfing the web, emailing, and instant messaging during class time is unprofessional behavior and fails to meet the expected standards of the undergraduate program. I have a zero-tolerance policy for unacceptable use of laptops in the classroom, and violators will be asked to leave the class and schedule a follow-up meeting with the student, the instructor, and the department head to discuss the consequences of the violation. If, in the instructor's opinion, laptops become a distraction to others, or infringe on course goals, students will not be allowed to use laptops in the classroom from that point on.
11. **Use of Other Electronic Devices:** Cell phones, pagers, PDAs, etc. are to be turned off and stored during class time. The only device allowed during an exam period is a calculator. If you have a legitimate purpose for keeping a cell phone on during class (e.g., gravely ill relative, child care contact, etc.) you should discuss this with the instructor prior to the beginning of class.
12. **Class Assignments and Communication:** I will use Canvas for all communications in this course. It is your responsibility to routinely check and be aware of course information provided on Canvas. This includes announcements, assignment descriptions and data, routine quizzes, reading materials, and your grade status.
13. **E-Mail:** If you wish to communicate with me via e-mail, please use your University assigned e-mail address and provide information in the subject line regarding the topic of your message and this class (SCMN 4800). Given the proliferation of spam, viruses, and other related problems, I automatically send messages from unknown@hotmail.com, @yahoo.com, @aol.com, @gmail.com and other external systems to my Junk Mail box. If subject line is left blank, I will not open the message.
14. **Professionalism:** Each student is expected to conduct him/herself in a professional manner as is expected of business school students and managers in the workplace. This standard carries over for any class meeting involving guest speakers, presentations, and other situations where you are representing Auburn University to the public. **For all presentations, or as otherwise required, professional dress is business casual.**
15. **Schedule Flexibility:** The course schedule may change during the semester if it appears more/less time is required to properly cover a topic of interest. Also, I routinely seek out guest speakers from industry to attend the class. The availability of speakers may necessitate a change to the schedule.

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**TENTATIVE Class Schedule - SCMN 4800**

Week	Monday	Wednesday	Friday
1/06		Course Introduction / LINKS Overview 1	LINKS Overview 2
1/13	<u>LINKS Team Draft</u>	LINKS Orientation Q&A	<u>Decision-making Presentations</u>
1/20	<b>MLK DAY</b>	The Art of Forecasting <u>LINKS Practice 1 (Thurs.)</u>	<u>Assign 1-Forecasting</u>
1/27	LINKS Decision-making review <u>LINKS Practice 2</u>	LINKS Practice Review	<u>LINKS Exam</u>
2/03	SC Strategy <u>LINKS Decision 1</u>	<u>Assign 2-Strategy</u> <u>LINKS Decision 2 (Thurs.)</u>	<u>LINKS Executive Briefings</u>
2/10	Inventory Management <u>LINKS Decision 3</u>	<u>Assign 3-Inventory Analysis</u> <u>LINKS Decision 4 (Thurs.)</u>	<u>LINKS Executive Briefings</u>
2/17	Competitive Success <u>LINKS Decision 5</u>	<u>Assign 4-Competitor Analysis</u> <u>LINKS Decision 6 (Thurs.)</u>	<u>LINKS Executive Briefings</u>
2/24	<b>NO CLASS - RILA Conference</b> <u>LINKS Decision 7</u>	<b>NO CLASS - RILA Conference</b> <u>LINKS Decision 8 (Thurs.)</u>	TBD
3/03	Basics of Case Analysis / Pro. Communications	<u>Case 1: FedEx</u> Kickoff / Q&A	<u>Case 1: FedEx</u> <b>NO CLASS MEETING</b>
3/10	<b>SPRING BREAK</b>	<b>SPRING BREAK</b>	<b>SPRING BREAK</b>
3/17	<u>Case 1: FedEx</u> <b>NO CLASS MEETING</b>	<u>Case 1: FedEx</u> <b>NO CLASS MEETING</b>	<u>Case 1: FedEx</u> Round 1 Judging
3/24	<u>Case 1: FedEx</u> <b>NO CLASS MEETING</b>	<u>Case 1: FedEx</u> <b>NO CLASS MEETING</b>	<u>Case 1: FedEx</u> <b>NO CLASS MEETING</b>
3/31	<u>Case 1: FedEx</u> <b>NO CLASS MEETING</b>	<u>Case 1: FedEx</u> <b>NO CLASS MEETING</b>	<u>Case 1: FedEx</u> Round 2 Judging
4/07	<u>Case 2: Innovative Distrib.</u> Kickoff session	<u>Case 2: Innovative Distrib.</u> <b>NO CLASS MEETING</b>	<u>Case 2: Innovative Distrib.</u> <b>NO CLASS MEETING</b>
4/14	<u>Case 2: Innovative Distrib.</u> <b>NO CLASS MEETING</b>	<u>Case 2: Innovative Distrib.</u> <b>NO CLASS MEETING</b>	<u>Case 2: Innovative Distrib.</u> Final Presentations
4/21	<u>Case 2: Innovative Distrib.</u> Case Review	<u>LINKS</u> Final Presentation	TBD
4/28	<b>FINAL EXAM PERIOD</b>	<b>FINAL EXAM PERIOD</b>	<b>FINAL EXAM PERIOD</b>

\*\*\*\*\* *Jan. 29 - Last day to drop w/ no grade assignment* \*\*\*\*\*  
\*\*\*\*\* *Feb. 27 - Last day to drop w/ no grade penalty. "W" assigned.* \*\*\*\*\*

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Readings List

Chapman (2013), *LINKS Supply Chain Fundamentals Simulation - Users manual*, [www.links-simulations.com](http://www.links-simulations.com).

Additional topical readings may be assigned throughout the semester as required