

BUSML 4383
SUPPLY CHAIN MANAGEMENT
Autumn 2023

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Office Hours: Wednesdays from 3:45 PM to 4: 45 PM and by appointment on Zoom

Class: Mondays and Wednesdays

Session 4478: 12:45PM - 2:05PM

Session 5263: 2:20PM - 3:40PM

COURSE DESCRIPTION

There is a great deal of confusion regarding exactly what supply chain management involves. In fact, many people using the name supply chain management treat it as a synonym for logistics, purchasing, operations, or a combination of these three functions. However, successful supply chain management requires cross-functional integration of key business processes within the firm and across the network of firms that comprise the supply chain. The challenge is to determine how to successfully accomplish this integration. In this course, the distinction between logistics and supply chain management is identified and a framework for supply chain management is presented.

COURSE OBJECTIVES

The objectives of this course are to provide the student with:

1. An appreciation for how firms in the supply chain can work together to co-create value, and an understanding of tools and processes that help make those relationships successful.
2. An understanding of the cross-functional processes of supply chain management and how those processes create alignment that can create value.
3. An understanding of how supply chain management affects the financial performance of the firm, its customers and its suppliers.

The teaching method will be a combination of lecture, class discussions, and cases.

MODE OF DELIVERY:

This course will be taught in an in-person format. Lectures will be delivered via an in-person classroom learning experience. **Attendance and participation in all sessions are expected and will be count towards your class participation score.**

There will be no online option for this class. Students who want to take the course online should consult with their advisor about distance learning options.

COURSE MATERIALS

Required Cases: Course Packet from HBS Publishing (\$12.75 for 3 cases)

- Crocs: Revolutionizing an Industry's Supply Chain Model for Competitive Advantage
- Uniqlo: A Supply Chain Going Global
- Callaway Golf Company

Recommended Textbook

Supply Chain Management: Processes, Partnerships, Performance, 4th Edition, Lambert, Ed. The book can be purchase from the University bookstore, Amazon and other major book sellers.

In addition, **Carmen** will be used to post course materials, announcements, changes to the course outline. Please check Carmen on a regular basis to stay current with the course.

COPYRIGHT

Students are NOT permitted to record course lectures, classroom discussions, or any other aspects of this course without the prior express written permission of the instructor. All of the material from this course, including but not limited to the syllabus, slides, handouts, videos, and other teaching materials, are copyrighted by the instructor and university. **Individuals should not give these materials to others or post them to any website without the instructor's written consent.**

GRADES

The final grade will be determined by the weighted average of the following.

<u>Grade Components</u>	<u>Percentage</u>
Class Participation	15%
Case Write-ups (5% each)	15%
Team Project Written Report	20%
Team Project Presentation	10%
Final Exam	40%
Total	100%

Participation

Students are expected to attend all classes and actively engage in class discussions. Effective participation demonstrates mastery of reading and case materials. **Full attendance does not mean earning all the points for participation!** I need you to think about how you can contribute to the class discussion. This can be through asking thoughtful questions, providing thoughtful responses to my questions, or questions from your classmates, or sharing stories and insights from your own experiences.

Laptops and Cell Phones: The use of electronic devices during class time should be limited. Consistent typing sounds from laptops during lectures create distractions for both the students and the instructor. Your participation grade can be impacted if you use electronic devices to browse the internet, check email, text, etc.

Your professional behavior and class participation/preparedness also contribute to your participation score. Each student is expected to conduct himself/herself professionally as expected of business students, who are future participants in the business world. Disruptive, inappropriate, and/or unprofessional behavior will not be tolerated in any case.

Case Write-ups:

Each student is required to hand in 3 case write-ups and each one will account for 5% of your grade. **These are individual assignments.** Students should write these cases completely independent of other students in the class. **Students should answer the questions indicated for the case on the syllabus, Appendix A.** The write-ups should be no more than two pages double-spaced. Please put **your name and session number** on all submissions. Hand-written write-ups, whether in paper format or electronic format, are NOT accepted.

All case write-ups should be submitted to Carmen and are due no later than 11:59 pm the day before the class when the case will be discussed. Late submissions will not be accepted.

Write-ups should consist of supply chain insights you gained from the reading and should be written in your own words – not restate the fact of the case just sentences copied from the article. **Sentences that are copied directly from the case need to be marked with quotes and should NOT comprise more than 10% of your write-up. Grading will be based both on content and writing composition. Points will be deducted from write-ups that have (1) incomplete sentences or arguments (2) arguments that are not explained or supported by facts from the case or classroom knowledge (3) have extensive grammar mistakes or typos.** Please treat the case write-up as a business document that you write as a business professional.

Team Project Written Report and Presentation

Students will work in groups to complete this assignment. The project will consist of a written report and an oral presentation.

The project should consist of a study of the business strategy and supply chain strategy employed by a firm of your choosing. **For your project you should incorporate the following:**

- A general description of the business including a brief history, the markets the company serves, the products and/or services offered, the locations of its plants/warehouses/retail outlets, etc.
- An assessment of the core competencies and competitive advantages
- An assessment of the firm's supply chain strategy. What are the key components of the firm's supply chain strategy? What forces drive the firm's supply chain strategy? How does the firm's supply chain strategy fit with its business strategy? How does the firm use technology to enhance its supply chain strategy?
- The major business and supply chain challenges facing the firm, including how the firm is coping with the pandemic.
- Recommendations for improving the firm's supply chain strategy. You can start with potential options and then outline why you feel that your recommendations are the best alternative. Although you do not have to do a detailed cost analysis, you should keep in

mind that there are always cost/benefit trade-offs involved in undertaking new activities, so you should discuss the cost side as well as the benefit side when making recommendations. Finally, you can provide short-term (pandemic-related) strategies and longer-term strategies for the firm.

- Proper citations. **All direct quotes should be clearly indicated.** Information that is from secondary sources that is not a direct quote should also be cited. A list of citations should be included at the end of the paper. See for, example, the following website for information on citing your work: <https://www.library.cornell.edu/research/citation/apa>.

Learning Project Deliverables:

1. **A one-page outline of your project is due November 6.** This outline should briefly describe the company you plan on investigating and your preliminary description of the firm's business and supply chain strategies. No grade is awarded for this outline. It is included to ensure that you are on track for completing the project.

2. **A 5-7 pages double-spaced write-up of your project (including any exhibits) is due November 28 at 11:59 PM.** This is a formal paper. Grading will be based on both content and writing composition. The grade awarded will be the same for all team members unless there is evidence of disparities in participation or effort among team members. In this case, the instructor reserves the right to differentiate grades among team members. **Peer evaluations will be conducted at the end of the project.**

3. The oral presentation will consist of a **15-minute** in-class presentation. The presentation should be summarized in a set of PowerPoint slides that are due on **November 29 at 11:59 PM.**

Exam

Final Exam will be used to measure the mastery of material for content knowledge. Exams may consist of multiple choice, short answer, and essay questions. The exams are required. Any absence not covered by a valid excuse (per University policy) may result in a grade of zero for the exam and probable failure for the class.

Exams should not be missed for the convenience of a student. Absence to the exam without a University approved excuse OR an excuse after the start of the exam will result in a grade of zero WITHOUT make-up opportunity.

Missed exams for which a valid documented excuse is presented may be made up by the completion of an exam that will be substantially different from the originally scheduled exam. In cases of prolonged absence, students need to contact the Undergraduate Office so that a member of the staff, such as the advisor, can email all your professors simultaneously.

In determining the final course grade, the following scale is used to convert points into letter grades:

A = 93 - 100%	C = 73 - 76.99%
A- = 90 - 92.99%	C- = 70 - 72.99%
B+ = 87 - 89.99%	D+ = 67 - 69.99%
B = 83 - 86.99%	D = 60 - 66.99%
B- = 80 - 82.99%	E = 0 - 59.99%
C+ = 77 - 79.99%	

STUDENTS WITH DISABILITIES

Any student with special needs should bring this to the attention of the instructor as soon as possible, **but no later than the second week of class**. In addition, you should contact the Office for Disability Services (ODS) at (614) 292-3307 or visit them at 150 Pomerene Hall. ODS will coordinate accommodations for students with documented disabilities.

MAKE-UP EXAM POLICY

Exams may NOT be missed for the convenience of the student. The dates of the major exams are shown on the Course Schedule (the last page of this syllabus). It is expected that you will schedule your activities around these exam dates. If a major exam is missed due to an approved university absence, you must inform the instructor BEFORE the exam. Original documentation supporting your absence must be furnished to the professor. **There will be no make-ups for missed exams without university-approved documentation.** An exam, whether regularly scheduled or make-up, that is missed without an approved excuse will be assigned a grade of ZERO.

GENERAL

Students are STRONGLY encouraged to see the professor at the first sign of any problem or lack of understanding. Do not wait until it is too late!

ACADEMIC INTEGRITY

I take academic misconduct very seriously. The Fisher College Honor Code and the University Academic Misconduct Policy are strictly enforced. Please familiarize yourself with both. A useful description of academic misconduct is available at <http://oaa.osu.edu/coam.html>.

Prohibited activities include but not limit to following:

- **Plagiarism.** All work must be properly cited for all assignments, including case write-ups. Direct quotations from other work, including class material, must be clearly indicated with quotation marks and proper references.
- **Copying from other students or allowing other students to copy from you.** Facilitating copying or cheating by other students is contrary to the University's Code of Academic Integrity.
- **Recording exam questions** (by taking pictures, screenshots, writing on a piece of paper, etc.) and sharing them with other students is PROHIBITED and VIOLATES academic integrity. Any student with such behavior will be reported to the Office of Academic Affairs IMMEDIATELY.

It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. The term "academic misconduct" includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee (Faculty Rule 3335-5-487). For additional information, see the Code of Student Conduct (<http://sja.osu.edu/page.asp?id=1>).

SUPPLY CHAIN MANAGEMENT (BUSML 4383) – Autumn 2023

Class	Dates	Topics	Assignments and Due Dates
1	16-Oct	Course Introduction	
2	18-Oct	Supply Chain Overview I	
3	23-Oct	Supply Chain Overview II	
4	25-Oct	Supply Chain Strategy I	
5	30-Oct	Crocs Case	Case Write-up due on October 29
6	1-Nov	Supply Chain Strategy II	
7	6-Nov	Team Project Workday	Team Project outline due on November 6
8	8-Nov	Uniqlo Case	Case write-up due on November 7
9	13-Nov	Supply Chain Strategy III	
10	15-Nov	Callaway Case	Case write-up due on November 14
11	20-Nov	Consumer Centric Supply Chain I	
	22-Nov	No Class - Thanksgiving Break	
12	27-Nov	Consumer Centric Supply Chain II	
13	29-Nov	Team Project Presentations I	Team Project Presentation and Written Report Due on November 28
14	4-Dec	Team Project Presentations II	
15	6-Dec	Final Exam Review	

Appendix A - Case Write-up Questions

Case 1 - Crocs: Revolutionizing an Industry's Supply Chain Model for Competitive Advantage

1. Describe the supply chain and fulfillment model typically used in the shoe industry. What are the major advantages and disadvantages of this model?
2. How did Crocs deviate from the model usually used in the shoe industry? What are the main advantages of the Crocs supply chain approach?
3. Does the Crocs supply chain model make sense for other shoe manufacturers? Why or why not?

Case 2 - Uniqlo: A Supply Chain Going Global

1. The apparel industry has retailers, such as Zara, that specialize in "fast fashion" and retailers, such as H&M, that have more seasonal selections. Compare and contrast the two strategies in terms of cost to market and ability to differentiate product offerings.
2. What has been the basis of Uniqlo's competitive advantage in Japan? Discuss some of the techniques Uniqlo uses to reduce costs. Be specific in describing how costs are reduced and what trade-offs may be involved (i.e., are other costs going up or is service being reduced?).
3. Uniqlo has plans to expand operations in the U.S. and in Europe. What changes, if any, will Uniqlo need to make in its strategy in order to be successful in these markets? Why?

Case 3 – Callaway Golf Company

1. Between 1988 and 1997, how would you describe Callaway's strategy, particularly as it relates to product development?
2. What factors contributed to Callaway's success? i.e., why was that strategy successful?
3. What changes to the business environment occurred in the late-90's that impacted the success of Callaway's approach to the market?
4. In light of these changes, do you think Callaway should change their strategy or stay the course? If they need to change, how should they change?