

INTERNATIONAL UNIVERSITY OF JAPAN
Graduate School of International Management

Academic Year: 2014/2015

Term: Spring

Course	Course code OPR4150	Course title Supply Chain Management	
Name of Instructor	Wenkai Li		Credits: 2
Instructor's contact Information	Office# 213	Office Hours After class or by appointment	E-mail: lwk@iuj.ac.jp
Class Schedule Day / Time	Tuesday/14:40-16:10, 16:20-17:50, C103		

Role and Purposes	This course contributes to the achievement of LG1-4 and LG5-3 and one course objective. For the purpose of accomplishment of these objectives, this course will teach students to master fundamental techniques that are useful in making business decisions related to supply chain management. The course will familiarize students with the basic knowledge of supply chain management, especially strategic aspects of supply chain management.	
Course Learning Objectives	Upon completion of this course, all students will be able to:	
	(1)	Demonstrate the sensitivity to different perspectives and opinions of those from different cultural backgrounds and demonstrate ability to work effectively in diverse teams, including playing leadership roles. (LG1-4)
	(2)	Demonstrate understanding of IT/OM knowledge (LG5-3)
	(3)	Demonstrate understanding of supply chain management knowledge.
Course Description	<p>Supply chain management is one of the contemporary themes and one of the key Issues for Managers Today. The main purpose of the course is to provide basic knowledge of business logistics and supply chain management. The function of supply chain management is to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands. Efficient Supply Chain Management allows companies to develop, implement and sustain supplier management and collaborative strategies.</p> <p>The course aims to provide students with the following knowledge: (i) Acquired knowledge of supply chain management topics and their successful implementation in a business setting; (ii) Practical ability to apply supply chain management theory to actual situations; and (iii) Recognition of the importance of supply chain management research and modeling for successful business operations.</p>	

	This course is helpful for students seeking careers such as consultants, supply chain managers, operational managers, general managers, financial analysts, and policy makers in manufacturing and service industries.
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Teaching Methodology	The classes include lectures and case discussions, by the professor, and the case presentations by the student groups. In-class games and field trips may also be conducted.
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Prerequisite	General knowledge of management.
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Assessment Methods in Alignment with Intended Learning Objectives	Learning Objectives			
	Assessment methods	(1)	(2)	(3)
	Class participation	15%	20%	10%
	In-class case discussions	10%	20%	10%
	In-class group discussions	15%	10%	10%
	Group case presentations	10%	20%	20%
	Peer review	50%		10%
	Home works		10%	10%
	Final report		20%	30%
	Weight on Final Grade	10%	15%	75%
	<p>Notes:</p> <p>(1). Learning objective (1) will be evaluated by class participation, In-class case discussions, In-class group discussions, Group case presentations, and peer review. The weight of each assessment method to evaluate Learning objective (1) is listed in the above table.</p> <p>(2). Assessment methods and corresponding weights to measure Learning objectives (2) and (3) are also listed in the above table.</p> <p>(3). Your scores of learning objectives (1), (2), and (3) will occupy 10%, 15%, and 75% of the final grade, respectively, as listed in the last row of the table.</p>			

Textbook(s)	<p>Required Textbook:</p> <p>Authors: Chopra, Sunil, and Peter Meindl</p> <p>Title: Supply Chain Management: strategy, planning, and operation</p> <p>Imprint: Upper Saddle River, N.J.: Pearson, 2012, c2013.</p> <p>Edition: 5th Global ed.</p> <p>ISBN: ISBN-10: 0273765221 • ISBN-13: 9780273765226</p> <p>Case Materials:</p> <p>Crocs: Revolutionizing an Industry's Supply Chain Model for Competitive Advantage, Case No: GS-57, Harvard Business School Publishing</p> <p>Recommended books:</p> <p>Simchi-Levi, David, Philip Kaminsky, and Edith Simchi-Levi., Designing and Managing the Supply Chain: concepts, strategies, and case studies. 3rd ed with Student CD, (3rd ed.), McGraw-Hill/Irwin, 2008, ISBN: 978-0-07-110750-1</p> <p>Recommended Journal Articles and periodicals, etc. :</p> <ul style="list-style-type: none"> ● Feitzinger, E., and H. Lee (1997), "Mass Customization at Hewlett-Packard The
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Power of Postponement,” *Harvard Business Review*, Vol.75, 116-121.

- Fisher, M.L. (1997), “What is the Right Supply Chain for Your Product?” *Harvard Business Review*, Vol. 75 (2), 105-117.
- Hau L Lee; V Padmanabhan; Seungjin Whang. The bullwhip effect in supply chains. *Sloan Management Review*; Spring 1997, 93-102
- Lee, Hau (2002), “Aligning Supply Chain Strategies with Product Uncertainties,” *California Management Review*, Vol. 44 (3), 105-119
- Lee, Hau (2004), “THE TRIPLE-A Supply Chain,” *Harvard Business Review*, Vol. 82 (10), p102-112.
- Innovating innovation: The case of Seven-Eleven Japan, Hirofumi Matsuo, Susumu Ogawa, *International Commerce Review*, 2007, Vol. 7, Issue 2, pp 104-114

Class Outline (Tentative)	Session	Theme/Case	Readings/Study questions
	1	Understanding the Supply Chain, I.	Chap. 1
	2	Understanding the Supply Chain, II	Chap. 1
	3	Supply Chain Performance: Achieving Strategic Fit and Scope, I	Chap. 2
	4	Supply Chain Performance: Achieving Strategic Fit and Scope, II	Chap. 2
	5	Supply Chain Drivers and Metrics, I	Chap. 3
	6	Supply Chain Drivers and Metrics, II	Chap. 3
	7	Case 7-11 Japan, I	Textbook P72-79
	8	Case 7-11 Japan, II	Textbook P72-79
	9	Designing Distribution Networks and Applications to e-Biz, I	Chap 4
	10	Designing Distribution Networks and Applications to e-Biz, II	Chap 4
	11	Designing Distribution Networks and Applications to e-Biz, III	Chap 4
	12	Network design in the supply chain	Chap. 5
	13	Case: Crocs, I	
	14	Case: Crocs, II	
	15	Designing Global Supply Chain Networks	Chap. 6
	16	Sourcing Decisions in a Supply Chain	Chap. 15
	17	Beer game, I	
18	Beer game, II		

	19	Beer game, III	
	20	Coordination in a Supply Chain: Beer Game & Bullwhip Effect	Chap. 10 and others
Others (if any)	<p>1). The definition of GSIM learning goals and learning objectives is available at: http://www.iuj.ac.jp/im-info/</p> <p>2). Lecture notes, schedule changes, homework questions, and other materials for this course will be updated at the course folder. Students should visit this folder frequently for newly posted online materials.</p> <p>3). Details of factory tours, presentations, assignments, and quizzes will be announced in class.</p> <p>4). Course policies:</p> <p>(a) All assignments, exams, and presentations should be completed to receive a passing grade for this course.</p> <p>(b) No late assignment submissions will be accepted.</p> <p>(c) As outlined in the IUJ Honor Code, students are reminded not to engage in acts of plagiarism or other forms academic dishonesty. See: http://en.wikipedia.org/wiki/Plagiarism for more information.</p> <p>(d) No tolerance to any academic misconduct in addition to plagiarism.</p>		

SUPPLY CHAIN MANAGEMENT UNIT I INTRODUCTION Supply Chain - Fundamentals, Importance, Decision Phases, Process View. Supplier- Manufacturer -Customer chain, Drivers of Supply Chain Performance. Structuring Supply chain Drivers. Overview of Supply Chain Models and Modeling Systems. REFERENCES 1. Sunil Chopra and Peter Meindi, Supply Chain Management -Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004. 2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second edition, Second Reprint, 2002. 3. Altekar Rahul V, Supply Chain Management - Concept and cases, Prentice Hall India, 2005. 4. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint, 2002. Strategic Supply Chain Management: The Five Core Disciplines for Top Performance, Second Editon. Shoshanah Cohen. 4.5 out of 5 stars 49. Sunil Chopra is the IBM Distinguished Professor of Operations Management and Information Systems at the Kellogg School of Management. He has served as the interim dean and senior associate dean for curriculum and teaching, and the co-director of the MMM program, a joint dual-degree program between the Kellogg School of Management and the McCormick School of Engineering at Northwestern University. He has a PhD in operations research from SUNY at Stony Brook. Prior to joining Kellogg, he taught at New York University and spent a year at IBM Research. As supply chain strategy continues to evolve, the choices operations management professionals need to make to implement it at the tactical level will become more and more important. How often do you refer to organizational or business unit supply chain strategy when making supply chain recommendations or working with supply chain partners? Strategy and planning tasks configure the supply chain's processes and use of resources at each major stage of sourcing, production and distribution. Common strategic design elements include decisions about insourcing, outsourcing and optimal location of facilities, as well as distribution and logistics. Supply chain layer two: Supply chain planning, at the tactical level, occurs regularly but is not a daily task.