

SCM7390 – Global Supply Chain Strategy, spring 2019
Wed: 6:00-9:00 pm, MH129

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Office Hours: Wed 10:00 am -12:00 am and by appointment

COURSE DESCRIPTION

In today’s global marketplace, firms configure their supply chain to take advantage of international suppliers with cost, quality or innovation advantages and to sell to a worldwide market. The focal firm collaborate with suppliers in different countries to design, develop and launch global products. While a global supply chain creates both the supply and the demand side opportunities, it also creates significant risks and therefore requires supply chain partners to closely coordinate and collaborate to mitigate the complexity and risks. As the global supply chain becomes increasingly far-reaching and complex, the focal firm need to carefully design, plan and operate the global supply chain to support its business strategy.

In this course, you’ll learn how to align supply chain design with the competitive priorities of the focal firm, explore the drivers of high supply chain performance, understand mechanisms, structure, and incentives for supply chain coordination and integration, evaluate risks of global supply chains, apply a structured approach to locating overseas manufacturing facility, negotiate with international distributors, understand the need to integrate product design and supply chain design, and lastly integrate knowledge to manage supply chain operations via a global supply chain simulation.

COURSE OBJECTIVES AND LEARNING OUTCOMES

Upon finishing this course, students are expected to understand:

1. The objective of a global supply chain, importance of supply chain decisions, and the push/pull view of a supply chain
2. Supply uncertainty and demand uncertainty and their impacts on the supply chain; different supply chain models to cope with uncertainty
3. Financial measures of performance and how supply chain may impact these measures; major drivers of supply chain performance
4. Current supply chain trend, practices, and technologies

5. Causes of information distortion in supply chain, mechanisms for supply chain coordination and integration
6. Global supply chain landscape and evaluating regions and countries with respect to supply chain location decisions
7. Sources and types of supply chain risks and supply chain risk mitigation mechanisms
8. Developing sourcing strategies to support business objectives of a firms
9. Aligning product design with supply chain design
10. Selected emerging technologies that are expected to affect supply chain operations
11. Supply chain decisions with respect to sourcing, demand forecasting, resource allocation, and production planning.

COURSE MATERIALS

Lecture notes and handouts will be posted on Blackboard.

Case: The course materials include eight case studies. There is a course page created on Harvard Business Online for you, where you can access the cases required for the course. You will have to register with Harvard Business Online to get access to the cases. This is the easiest and the least expensive way to have these cases.

Weblink for downloading the case: <https://hbsp.harvard.edu/import/600212>

1. The inexorable rise of Walmart? 1988-2016.
2. SC Coordination and contracts in the sharing economy – A case study at Cargo
3. Nike vs. New Balance: Trade policy in a world of global value chain
4. Renesas Electronics and the Automotive Microcontroller Supply Chain (A)
5. Predicting consumer taste with big data at Gap
6. CaseCradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability
7. Case: Maersk: Betting on Blockchain

Simulation

8. Global supply chain management simulation v2, Harvard Business School

PERFORMANCE EVALUATION

<u>Components</u>	<u>Points</u>
Class participation	50 points
Case Analysis and presentation (25x3)	75points
Research Paper	50 points
Global Supply Chain simulation	25 points
Exams (1)	150 points

The letter grade for each student will be determined according to the following points scale:

Letter grade	Percentage range
A	>93%
A-	(90%-93%)
B+	(87%-90%)
B	(83%-87%)
B-	(80%-83%)
C+	(77%-80%)
C	(73%-77%)
C-	(70%-73%)
D+	(67%-70%)
D	(63%-67%)
D-	(60%-63%)
F	<60%

Case analysis: Seven cases are assigned to the class. Throughout the semester, the class will work in teams to analyze and present the cases. Each team will take the lead to analyze (submit a written analysis) and present one case. Each team will also analyze two other cases and submit written analyses only (no presentation). The cases will be randomly assigned to the teams by the instructor. The case presentation should focus on your team's solution to the problems to be solved and be brief on the industry and company background.

Global Supply Chain Management Simulation

"The simulation gives you an opportunity to design and manage the supply chain of a global mobile phone manufacturer. During the simulation experience, your team design the mobile phone product line, forecast demand, choose a set of suppliers with different costs, lead-times and capacities, and allocation production among your chosen suppliers." The simulation is available from Harvard Business Publication website.

Exam: One in-class exam will be given during the semester. The exam is closed book and closed notes and is worth 150 points. The exam will include multiple-choice questions and short answer questions. You must bring a pencil and a large red Scantron sheet to the exam.

White Paper Assignment

Each team will need to complete a white paper on a supply chain topic. The preparation of a white paper summarizing state-of-the-art knowledge on a particular topic is a common industry practice often assigned to up and coming managers.

The following is a list of topics previously researched and reported:

- How to Build a Superior Supply Chain
- The Future of Supply Chain Management and E-Commerce
- Reverse Logistics in B-to-C e-Commerce
- How to Become the Central Link in a Supply Chain
- Speeding up the Supply Chain
- The Importance of Order Fulfillment and Transportation in e-Commerce
- Enabling a Global Supply Chain
- The Financial Implications of Effective Supply Chain Management
- How to Measure Supply Chain Management Success
- Issues Regarding Supply Chain Disruption

The paper should have as a minimum five (5) cited sources. These references must be accepted publications. Additional references, such as Wikipedia, should be kept as a minimum.

Class Participation:

Class engagement is an important part of this class, as it is in every Bauer course. Consistent with this expectation, class participation will account for 50 points. Please e-mail me prior to class if you are unable to attend class due to business or personal reasons. More than one missed class will result in a lower participation score. Students who justifiably miss a second class can make up for the missed class, in terms of engagement score by doing extra-class work (specified on a case-by-case basis by the professor). A third missed class cannot be made up - your participation score will be considerably diminished. More than 3 classes missed will automatically mean that the student does not qualify for a "pass" grade in the class. The honor code applies in this class, as in all courses.

COURSE POLICY AND PROCEDURES

Students are required to comply with all University of Houston academic regulations, policies and rules. See website for details: www.uh.edu/academics/catalog/policies/academ-reg

PROFESSIONALISM /PARTICIPATION/ADVANCING THE LEARNING OF OTHERS

I view each class as a business meeting during which time we will discuss the assigned material and related topics. During these meetings, I look for evidence of your preparation and understanding of the class material. This can only be exhibited by your in class contributions. Of particular importance are those contributions that help advance the understanding of others. Class attendance alone does not represent participation. Each student is also expected to conduct himself/herself in a professional manner as expected of future business leaders. This includes respect for others, proper cell phone and computer etiquette, and timeliness among other factors.

If you have to miss a class, you must communicate to the instructor before the class.

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

The C.T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD – telephone 713-743-5400), and present approved accommodation documentation to their instructors in a timely manner.

ACADEMIC HONEST POLICY

The University of Houston Academic Honesty Policy is strictly enforced by the C.T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook which can be found at http://www.uh.edu/provost/policies/uhhonesty_policy.html. Students are expected to be familiar with this policy.

LAPTOP AND CELL PHONE USE IN CLASSROOM

You are asked to turn off your cell phones (including smartphones) in class. The use of laptop computers is only allowed for taking class notes or doing class related research.

COUNSELING AND PSYCHOLOGICAL SERVICES (CAPS) can help students who are having difficulties managing stress, adjusting to college, or feeling sad and hopeless. You can reach CAPS (www.uh.edu/caps) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. Also, there is no appointment necessary for the "Let's Talk" program, which is a drop-in consultation service at convenient locations and hours around campus. http://www.uh.edu/caps/outreach/lets_talk.html.

Course Schedule (tentative, subject to revision, depending on class progress)

23-Jan	<ul style="list-style-type: none"> • Introduction to supply chain strategy concepts and framework • Team formation
30-Jan	<ul style="list-style-type: none"> • Mega trend of SCM • White paper research presentation (Initial ideas)
6-Feb	<ul style="list-style-type: none"> • Supply chain design • Case: The inexorable rise of Walmart?
13-Feb	<ul style="list-style-type: none"> • Supply Chain Coordination and Integration • Case: SC Coordination and contracts in the sharing economy – A case study at Cargo (for all teams)
20-Feb	<ul style="list-style-type: none"> • Global supply chain management • Case: Nike vs. New Balance: Trade policy in a world of global value chain
27-Feb	<ul style="list-style-type: none"> • Managing risks in a global supply chain • Case: Renesas Electronics and the Automotive Microcontroller Supply Chain (A)
6-Mar	<ul style="list-style-type: none"> • Midterm Exam
13-Mar	<ul style="list-style-type: none"> • Spring break
20-Mar	<ul style="list-style-type: none"> • Supply chain analytics • Case: Predicting consumer taste with big data at Gap
27-Mar	<ul style="list-style-type: none"> • Product design, process design and supply chain management • Case: Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability
3-Apr	<ul style="list-style-type: none"> • Product design, process design and supply chain management • Case: Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability
10-Apr	<ul style="list-style-type: none"> • Technology in the supply chain • Case: Maersk: Betting on Blockchain • Guest speaker (TBD)
17-Apr	<ul style="list-style-type: none"> • White paper final presentation
24-Apr	<ul style="list-style-type: none"> • Global supply chain management simulation