Global Operations and Supply Chain Management
TRA 6726 CRN 11036 - Spring 2016 - LH 2208

Instructor: Elias T. Kirche, Ph.D.
Associate Professor
Information Systems & Operations Management
Lutgert College of Business
Phone: (239) 590-7325
ekirche@fgcu.edu

Office/Office Hours: LH 3304 / T&R: 4-5 PM & W: 2-5 PM, other times by appointment

Program Outline (tentative):

Jan 7 Course introduction, grading policy, case analysis guidelines, instructions for Lessons Learned papers, and guidance for course projects. Team formation. Establishing and shaping the learning contract.

Mini lecture: Global supply chain integration
Class Assignment: Course expectations. This assignment is part of your class participation. You are expected to complete and upload to Canvas on or before Jan 14.

Jan 14 Strategy and competition (i)
Case: Play It Safe or Take the Risk Abroad?
Michael Chu
Product number: R1201X-PDF-ENG

A major U.S. rent-to-own company continues to grow in the recession, opening its 1000th store. The CEO, the son of the chain's founder, is wondering whether it's time to take the company global and tap into underserved foreign markets.

Hand out: country analysis guidelines.

Jan 21 Strategy and competition (ii)
Case: Levendary Cafe: The China Challenge
Christopher A. Bartlett, Arar Han
Product Number: 4357-PDF-ENG

A first time CEO with no international management experience is faced with a major challenge at Levendary Café, a $10 billion US-based fast food chain. Strategically, many of her corporate staff have become concerned that the company's major expansion into China is moving too far from Levendary's well-defined concepts of store design and menu.

Jan 28 Strategy and competition (iii)
Case: Southwest Airlines
Andrew C. Inkpen
Product #: TB0261-PDF-ENG
As Southwest neared its 40th year of service, the company was facing some major challenges. An important aspect of this case is the challenge facing successful firms: how can Southwest ensure that it continues to innovate and create difficult-to-imitate uniqueness?

Feb 4  Lecture – Sustainable supply chain management (i)

Feb 11  Company tour – LEESAR Supply Chain Division. Details to be announced in class

Feb 18  Sustainable supply chain management (ii)
Case:  Sustainable Tea at Unilever
       Rebecca Henderson; Frederik Nellemann
       Product Number: 712438-PDF-ENG

Unilever’s Lipton Tea had been successful with the first phase of its certification partnership with Rainforest Alliance. Now the company faced challenges in how to push forward with the transformation of more difficult parts of the supply chain and how to market sustainable tea in developing markets like India.

Review: draft of country analysis
Hand out: research guidelines

Feb 25  Supply Chain Design (i)
Case:  Progistix-Solutions Inc.–The Critical Parts Network
       P. Fraser Johnson, Alison Woodcock
       Product Number: 905D02-PDF-ENG

Although Xerox and Progistix were satisfied with their relationship, after five years, both parties were interested in exploring ways to improve the network, especially because competitors had adopted similar approaches. The case provides opportunities to analyze a rapid-response supply chain and make recommendations for improvements.

Mar 3  Team presentation – country analysis

Mar 10  Spring Break – No classes

Mar 17  Supply chain design (ii)
Case:  Bergerac Systems: The Challenge of Backward Integration
       David A. Garvin, Sunru Yong
       Product Number: 4381-PDF-ENG

Bergerac Systems is a small, rapidly growing manufacturer of diagnostic instruments used in veterinary practices. To address supply chain problems, the CEO considers acquiring one of the suppliers while the director of planning proposes building the required capabilities within the company's existing manufacturing facilities. This is a good example of a ‘make versus buy’ decision analysis in supply chain design.
Outsourcing is a complex phenomenon and involves formal evaluation and planning before companies can take the leap. The case provides a basic understanding of business process outsourcing; illustrate the risks involved in transition when processes are outsourced to an offshore location; and examine process transition as a foundation for successful outsourcing.

Exel plc is a global third-party logistics provider, serving clients such as Home Depot, Dell, Unilever, and Marks & Spencer. Management believes that there is tremendous potential in combining supply chain planning with supply chain execution. However, there are risks involved in entering the new business.

Course description: We will explore specialized topics in supply chain management focusing on key operational issues:

- International perspective
- World class operation and information technology
- Designing and managing the supply chain
- Inventory and distribution models
- Purchasing and supply management
- Sustainable operations

We will cover concepts and issues in the management of international operations such as how to design/manage a network of operations, management of dispersed manufacturing and services, and globalization through operations. The objective is to demonstrate the effects of time, competitiveness, and strategies on the supply chain.

Learning outcomes: At the end of the course the student should

- Have an understanding of the terminology, concepts and strategies in supply chain management
• Be able to assess the influence of a global environment in supply chain decisions
• Be able to critically analyze design issues in supply chain management and logistics
• Describe current requirements & practices in purchasing and supply chain management

**Required material:** Selected cases from Harvard Business School.

**Course expectations, assessment, and grading policy:** The class policy listed below is intended to give you a behavioral framework in which you can build your own personal learning objectives for this course.

1. You are expected to have completed the assigned readings for the day and participate in class discussions.

2. Some assignments are a group effort and you are responsible for helping ‘all team members’ understand the concepts and methods of the course. Additionally, you will be requested to explain your work as part of your class participation.

3. Your professionalism, integrity, and academic success are at stake if you fail to submit work on time. As a rule, late submissions will not be accepted. The University has a firm policy against cheating and plagiarism. Cheating involves dishonesty in a test situation, and plagiarism involves dishonesty in the preparation of materials for presentations or term papers. Cheating and plagiarism will be subject to disciplinary penalties. If you find that you are having problems in the course, please consult with the instructor as early as possible so that he can devise a reasonable course of action.

4. You are expected to attend all classes. Should you know in advance that you might need to leave sooner than the scheduled time, please consult with the instructor before class starts. Late arrival is very inconvenient and disruptive. You should make all the effort to be in class on time.

Letter grades will be assigned based on the following criteria as a percentage of total points:

**Grades** are A (90 -100% of total points); B (80 - less than 90%); C (70 - less than 80%); D (60 – less than 70%), and F (below 60%). Incomplete will be given by exception when a limited portion of the course material has not been completed by the last exam due date, in accordance with University policy published in the Catalog. The instructor on an individual basis will review each case. The final grade is computed as a percentage of the total points earned in:

- Class participation: 5%
- Lessons Learned: 15%
- Cases write up: 30%
- Final exam: 20%
- Course project (team effort): 
  - Presentation: (5%)
  - Content: (10%)
- Research paper (team effort): 
  - Presentation: (5%)
  - Content: (10%)

**Case write up:** The course is based on case studies to be completed as an individual effort. You are required to analyze and discuss business cases in a variety of global scenarios/supply chain topics. At the end of the class the student must turn in a hard copy of the case write up to the instructor. In general, when preparing a case analysis report, pay attention to the following issues:
a. Clarity: Is the manuscript grammatically correct and easy to understand?
b. Format: Is the report well organized, stapled, typed and clean? Is the writer properly identified?
c. Logic: are facts, assumptions addressing case questions in a clear and concise way?
d. Analysis: Are quantitative and qualitative analyses, conclusions, well done and insightful?

Lessons Learned: The purposes of Lessons Learned are to answer, crisply and in writing, the question what you learned today and to identify the relevance of lessons learned to your particular profession, job, or work setting. At the end of each case discussion you will be given time for preparation of Lessons Learned papers which will be handed in and graded.

Mechanics of Lessons Learned:
a. On the first day of class, team members will volunteer to be recorders of the lessons learned for each case. A signup sheet will be posted for each team for this purpose.

b. Following each case discussion the recorder, acting as chair of a team meeting, will ask the team to identify the lessons learned from the case. Four to six lessons learned should be agreed to and written down by the recorder. The form of expression should be a simple declarative sentence – for example, “Beware the unintended consequences of ambitious Supply Chain strategies.”

c. Then, each team member will select one or two lessons learned which are particularly relevant to that student, and write a one-page paper explaining the relevance of the lesson learned to that student’s particular situation. All papers will be collected and assembled by the recorder and turned in to the instructor before the end of the class session.

Course project: Country analysis. The objective of this assignment is to provide you with experience in collecting and analyzing information of a foreign market. Each team will analyze the business opportunities of a country including location, population, ethnic makeup, religion, currency, language (including how to say hi), climate, industrial make-up and important social-economic factors. The country chosen must be approved by the instructor. Each team will prepare the analysis and give a 20 minutes class presentation. The team is responsible to deliver a hard copy of analysis on the due date. The presentation evaluation will be performed by all students with a weight of 50% and the instructor with 50% weight. (Scoring sheet to be distributed in class)
Research paper: Conduct research and write a paper on topic indicated by the instructor. The team is responsible for delivering a manuscript to the instructor and preparing a brief PP slides for class presentation. The intention for the presentation is to generate a point of discussion so all students can share their knowledge of the research topic. The evaluation of presentation will be performed by all students with a weight of 50% and the instructor with 50% weight. (Scoring sheet to be distributed in class)

Class participation: Participation and attendance at all classes is expected. Organize your professional and personal affairs to allow for attendance at every class session. You are responsible for all announcements and assignments made in class by your instructor. If you miss any assignment, your course grade is likely to suffer.

Final Exam: The final exam will cover materials/cases/topics covered through the semester. You are encouraged to take notes and save all handouts/graded assignments/case analysis as reviewed and discussed in class. The instructor may also provide additional reading materials for the exam. See the university schedule for final exam date/time/place.

Individually, students should present the results of their effort (see guidelines above). As a rule 10 -15 slides should be enough to included major findings. The presenter should take the leadership in ‘lecturing’ this subject and engage in Q&A with colleagues in class. The topics will be selected and assigned by the instructor.

Academic Behavior Standards and Academic Dishonesty: All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found in the FGCU Student Guidebook under the Student Code of Conduct and Policies and Procedures sections. All students are expected to study this document which outlines their responsibilities and consequences for violations of the policy. The FGCU Student Guidebook is available online at http://studentservices.fgcu.edu/judicialaffairs/new.html

Disability Accommodations Services: Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university’s guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please contact the Office of Adaptive Services. The Office of Adaptive Services is located in Howard Hall 137. The phone number is 239-590-7956 or TTY 239-590-7930

Student Observance of Religious Holidays: All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.