



## **BUS 350-H1 Supply Chain Management (4 hours)**

Version: 22 AUG 2016

### **Course Information**

#### ***Purpose***

Supply chain management is a set of approaches utilized to efficiently integrate suppliers, manufacturers, warehouses, and stores, so that merchandise is produced and distributed at the right quantities, to the right locations, and at the right time, in order to minimize system-wide costs while satisfying service level requirements.

The organizations that make up the supply chain are “linked” together through physical flows and information flows. Physical flows involve the transformation, movement, and storage of goods and materials. They are the most visible piece of the supply chain. But just as important are information flows. Information flows allow the various supply chain partners to coordinate their long-term plans, and to control the day-to-day flow of goods and material up and down the supply chain.

Prerequisites: BUS 241 or INB 236, BUS 310, and junior status.

#### ***Objectives***

The intention of this course is to educate students on the fundamental role supply chain management plays in the global economy, while stimulating critical thinking on the topics of economic reasoning, business negotiation, and opportunities for growth.

Specific learning objectives are covered at the beginning of each chapter in the textbook.

### **Course Resources**

#### ***Faculty***

The instructor for this course is Dr. Mark Heileman (“Dr. H” will also work). Contact information:

Office	170 W Fairbanks Ave #254
Email	mheileman@rollins.edu
Phone	407-646-2894
Mail	1000 Holt Ave, Box 2779
Consultation Hours	Mo & We: 10:30—11:15 AM Tu & Th: 10:00—10:45 AM Tu: 5:45—6:30 PM

If you need to meet with me, I can be available during office hours or by appointment. I check my email periodically throughout the workday, unless I am out of town on professional business. I will attempt to respond to your email within a few hours, but in some circumstances it may take me up to 24 hours to respond.

Ms. Karen Crain is the Business Department Administrative Assistant, 407-646-1591.

### **Textbook**

**Required text:** *Supply Chain Management: Strategy, Planning, and Operations (6<sup>th</sup> edition)* by S. Chopra and P. Meindl; ISBN: 978-0133800203.

**Supplemental text:** *Supply Chain Management Demystified* by J. M. McKeller; ISBN: 978-0071805124.

### **Other**

A personal device to access Blackboard in class.

Access to personal computer with Microsoft Excel (available in Olin Library).

### **Opportunities to Demonstrate Your Learning**

As in any class, your final grade is a summary of the level of achievement demonstrated by your learning, in reality, owning the material combined with the judgment of the instructor about the quality of the contribution you make throughout the course. Evidence of quality is shown by prior preparation, thoughtful articulation, accountability for quality in all things, and meaningful participation.

Class attendance and quizzes are extremely important and will be used in determining the final grade. Homework problems and case studies will be assigned. Completing the homework will be extremely beneficial in preparing for the quizzes.

Grade Category	Percentage
Exams	30%
Quizzes	30%
Assignments	15%
Research Project	15%
Participation*	10%

\*Rollins Attendance Policy is that *students are expected to attend all scheduled classes and be prepared for every class*. At the instructor's discretion, a student's grade may be lowered as a consequence for absences. Missing three (3) or more classes for any reason is insufficient attendance for completing this course.

## **Exams**

Exams are major output items that demonstrate your competency in the body of content described in the course objectives. There will be a Midterm Exam and a Final Exam.

## **Quizzes**

Expect weekly quizzes – to be completed in class every week. No opportunity will be given to “make up” a missed quiz. If you miss a quiz, you will receive a zero (0) score for that quiz, unless the absence is excused, in which case the quiz score is null. Your two (2) lowest quiz scores will be dropped from the total score.

## **Assignments**

Homework and case study assignments are designed to be the building blocks that you use to construct knowledge and build skills. When homework problems are assigned, *bring hardcopy of your work to class, or your personal device to electronically access it*, so you will be able to fully participate in the class discussion.

Most homework assignments will not be graded. However completing the homework will be extremely beneficial in preparing for the weekly quizzes. When an assignment is to be graded, you must submit your response to the homework or case study assignment to the course Blackboard site using a format compatible with Blackboard (e.g., DOC, PDF, or TXT). Your assignment submission is to be professional in appearance and organized clearly.

## **Research Project**

Business activities involve group effort. Consequently learning how to work effectively in a group is a critical part of your business education.

For the research project, a group of students need to choose one company and investigate the operations of that company in depth, applying the knowledge learned from the course. The purpose is to analyze an existing supply chain and suggest improvements that could be made. Examples include a study of the distribution system and store deliveries at McDonalds, design of

a logistics system for a manufacturer of electronic equipment, and an analysis of intermodal movement for a railroad.\*\*

Each team is expected to prepare a project report and supplementary presentation (in PowerPoint or YouTube). The project report should not be a detailed description of everything you have done but a specific set of observations and recommendations. It should begin with an abstract no longer than 250 words. The recommended length of the report body is five (5) to ten (10) pages and the report format must be APA style. The general guidelines for the project report are as follows:

1. Abstract (150—250 words).
2. Introduction of the company and the reason that your team chose that company.
3. Define the set of customer needs that the company seeks to satisfy through its products and services. Who is the competition?
4. What is the competitive and supply chain strategy of the business unit? What is the customer and supply chain uncertainty?
5. Describe the current business structure/capabilities in terms of supply chain drivers and metrics (e.g., facilities, inventory, transportation, information, sourcing, and/or pricing).
6. Discuss existing problems and/or weaknesses with the current business structure/capabilities.
7. How should the business structure/capabilities be restructured in order to achieve strategic fit?
8. Discuss how the suggested changes could be implemented with a time-line. Explain any resistance you may face in implementing the changes.
9. References: books, articles, papers, special reports or interviews, and company websites (in APA format).

\*\*Tip: consider selecting a company you think may need some improvement.

## ***Participation***

Quality participation is observable and knowable. Some clear indicators are the care and concern you demonstrate in your work, the respect you show both to the process of learning and sincere participation in class. Items related to quality are discussed below.

**Contribution:** This class requires in-class-participation. To participate, you must be present; physically, mentally, and emotionally. If you “attend” class sessions, but you sleep, tweet, instant message, track your stock portfolio, etc., or do not make an informed contribution, you will not be given credit for quality contribution that day.

**Preparation Time for Class:** The depth of your learning is dependent on you. Rollins policy states you are expected to invest a minimum of three hours of out-of-class time for every contact hour. As a four semester hours course, *you should plan to devote at least seven and one-half hours of out-of-class time to this class each week.*

## **Extra Credit**

No extra credit assignments should be anticipated. The best strategy for performing well in this course is to prepare for class, participate in class, and complete all assignments by the due date.

## **Course Schedule**

The Fall Term 2016 classes begin on 22 AUG 2016 and end on 8 DEC 2016. The class is scheduled to meet on Tuesday (Tu) from 6:45 PM until 9:15 PM in Bush #201.

### **Timeline**

<b>Date</b>	<b>Topic</b>	<b>Content</b>
Tu 8/23	Syllabus	What is Supply Chain Management?
	Chapter 1	Understanding the Supply Chain
Tu 8/30	Chapter 2	Supply Chain Performance
Tu 9/6	Chapter 3	Supply Chain Drivers and Metrics
Tu 9/13	Chapter 4	Designing Distribution Networks and Applications to Online Sales
Tu 9/20	Chapter 7	Demand Forecasting in a Supply Chain
Tu 9/27	Chapter 8	Aggregate Planning in a Supply Chain
Tu 10/4	Exam	* MIDTERM EXAM *
	Project	Team research development
Tu 10/11	Simulation	Beer Game
Tu 10/18	Chapter 10	Coordination in a Supply Chain
Tu 10/25	Chapter 14	Transportation in a Supply Chain
Tu 11/1	Chapter 15	Sourcing Decisions in a Supply Chain
Tu 11/8	Chapter 16	Pricing and Revenue Management in a Supply Chain
Tu 11/15	Chapter 17	Sustainability and the Supply Chain
Tu 11/22	Break	No class meeting (Thanksgiving)
Tu 11/29	Chapter A	Information Technology in a Supply Chain
Tu 12/6	Exam	* FINAL EXAM *
	Project	Team presentations

The last date to withdraw without academic penalty is Friday 28 OCT 2016.

## **Class Cancellation**

In the event that the College closes the campus due to severe weather conditions (or another reason), course assignments/instructions will be posted on Blackboard. Be prepared for these unforeseen circumstances.

## **Solver Workshop**

Problem solving and critical thinking refers to the ability to use knowledge, facts, and data to effectively solve problems. This doesn't mean you need to have an immediate answer, it means you have to be able to think on your feet, assess problems, and find solutions.

Solver is a Microsoft Excel add-in program you can use for "what-if" analysis. You may use Solver to find an optimal (maximum or minimum) value for a formula subject to constraints or limits.

An opportunity to participate in a Solver Workshop will be presented during the term. In the Solver Workshop you will learn how to formulate and solve basic supply chain planning problems such as aggregate planning or sales and operations planning.

## **Changes to Syllabus and Schedule**

The instructor reserves the right to revise the class schedule, assignments, and evaluation plan. If this occurs, it is because the instructor is making "real time" adjustments to enhance the structure of the course and student learning experience. You will be fully apprised of any such modifications.

## **Important Policies**

As a student at an Association for the Advancement of Collegiate Schools of Business (AACSB) accredited institution there are high expectations regarding your educational responsibilities. In this course you are expected to operate with integrity in your dealings with faculty and other students; engage the learning material and tasks with appropriate attention and dedication; maintain your engagement when challenged by difficult learning activities; contribute to the learning of others; and conform to the standards set by the faculty.

## **Credit Hour Statement**

<https://rpublic.rollins.edu/sites/ASCPs/Shared%20Documents/Syllabi%20Statements/syllabi-statement-credit-hours.pdf>

Rollins College offers four-credit-hour courses that provide three (50-minute) hours of direct or indirect instructional contact. The value of four credit hours reflects the substantial individual attention each student receives from instructors as well as additional out-of-class activities.

Faculty require that students undertake at least 7.5 (60-minute) hours of outside work per week, averaged over the course's duration and equaling two and one-half (2.5) 60-minute hours of outside work for every one (50 minute) hour of scheduled class time. In this course, the additional outside-of-class expectations are: *textbook reading assignments, homework and case study assignments, independent research, group research activity, report writing, and exam preparation.*

## **Honor Code**

<http://www.rollins.edu/college-of-arts-and-sciences/documents/academic-honor-code-rollins-college.pdf>

Membership in the student body of Rollins College carries with it an obligation, and requires a commitment, to act with honor in all things. The student commitment to uphold the values of honor - honesty, trust, respect, fairness, and responsibility - particularly manifests itself in two public aspects of student life. First, as part of the admission process to the College, students agree to commit themselves to the Honor Code. Then, as part of the matriculation process during Orientation, students sign a more detailed pledge to uphold the Honor Code and to conduct themselves honorably in all their activities, both academic and social, as a Rollins student. A student signature on the following pledge is a binding commitment by the student that lasts for his or her entire tenure at Rollins College.

The development of the virtues of Honor and Integrity are integral to a Rollins College education and to membership in the Rollins College community. Therefore, I, a student of Rollins College, pledge to show my commitment to these virtues by abstaining from any lying, cheating, or plagiarism in my academic endeavors and by behaving responsibly, respectfully and honorably in my social life and in my relationships with others. This pledge is reinforced every time a student submits work for academic credit as his/her own. Students shall add to the paper, quiz, test, lab report, etc., the handwritten signed statement:

"On my honor, I have not given, nor received, nor witnessed any unauthorized assistance on this work."

Material submitted electronically should contain the pledge; submission implies signing the pledge.

## **Class Attendance**

The Rollins attendance policy is that students are expected to attend every class meeting.

EXCUSED ABSENCES are defined as:

- Representing Rollins College formally on an athletic team or an approved academic forum.
- Extreme health emergency that requires hospitalization or medical intervention. A cold that results in a doctor's visit does not constitute an "extreme health emergency." A visit to the doctor for a cold can be scheduled in times other than class. In the case of a medical emergency, the student must provide written medical documentation.
- Extreme family emergency. For example, a death in the immediate family. Roommate problems, legal proceedings, arrests, are NOT considered "family emergencies." You will not be excused for a court appearance or arrests. You must provide documentation confirming any family emergency.

The student must notify the professor of any emergency in a timely fashion (by email, phone, or in person). If notification is sent by email, the professor will respond acknowledging the message. If no response is given, the email is considered not received. Once the professor has been notified, all written documentation must be submitted in person within one week of the absence.

The professor is the final arbiter of whether or not to consider an absence "excused" based on the circumstances and documentation on a case-by-case basis.

UNEXCUSED ABSENCES are defined as “any absences for which there is not a valid excuse” as defined above.

Traveling either early for a holiday/break or returning later after a holiday/break IS NOT an excused absence.

Repeated tardiness is not acceptable professional behavior and will result in lowering of your participation grade. Missing a significant portion of class will result in an unexcused absence.

### ***Classroom Decorum***

It is expected that students will exhibit a professional attitude toward true learning throughout their course of study. This attitude involves a sincere investment in hard work and the application of a consistent effort to meet one’s individual responsibility to learn. With respect to classroom decorum, students should support and promote the creation of a positive and productive learning environment. To reach this desired learning environment, students are expected to be responsible participants and are required to:

- attend all classes (except for excused absences defined above);
- come to class on time;
- come to class prepared by having fully completed their assignments;
- actively engage in the classroom experience;
- treat class as a professional experience;
- *dress in appropriate attire* (the classroom is not the pool, beach, gym, or night-club);
- respect the views of other students; and
- respect the professor’s prerogative to establish reasonable class standards.

Students must also refrain from any behavior which might interfere with the instructor’s ability to conduct the class or disrupt the ability of other students to learn. Students must:

- avoid the inappropriate use of electronic devices;
- abstain from eating (drinking a beverage in a container with a lid is okay);
  - i.e., do not bring your dinner to class;
- refrain from unnecessary conversation during class; and
- resist the urge to leave class without cause.

When there is a guest speaker/lecturer in the classroom, always address them by their title (i.e., Ms., Mr., or Dr.) and always begin your question/comment by stating your name.

Students must realize their individual attitude and behavior contributes significantly to the collective learning in the classroom. We expect our students to promote a classroom culture that fosters an intellectual and professional learning environment and clearly enhances the good of the community.

## **Disability Services**

<https://rpublic.rollins.edu/sites/ASCPublic/Shared%20Documents/Syllabi%20Statements/syllabi-statement-disability-services.pdf>

Rollins College is committed to equal access and inclusion for all students, faculty and staff. The Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 create a foundation of legal obligations to provide an accessible educational environment that does not discriminate against persons with disabilities. It is the spirit of these laws which guides the college toward expanding access in all courses and programs, utilizing innovative instructional design, and identifying and removing barriers whenever possible.

If you are a person with a disability and anticipate needing any type of academic accommodations in order to fully participate in your classes, please contact the Disability Services Office (DSO), located in the Mills Memorial Building, Room 217, as soon as possible. You are encouraged to schedule a Welcome Meeting by filling out the “First Time Users” form on the website: <http://www.rollins.edu/disability-services/> and/or reach out by phone or email: 407-975-6463 or [Access@Rollins.edu](mailto:Access@Rollins.edu).

All test-taking accommodations requested for this course must first be approved through the DSO and scheduled online through Accommodate at least 72 hours before the exam. Official accommodation letters must be received by and discussed with the faculty in advance. There will be no exceptions given unless previously approved by the DSO with documentation of the emergency situation. We highly recommend making all testing accommodations at the beginning of the semester. DSO staff are available to assist with this process.

## **Title IX**

<https://rpublic.rollins.edu/sites/ASCPublic/Shared%20Documents/Syllabi%20Statements/syllabi-statement-title-ix.pdf>

Rollins College is committed to making its campus a safe place for students. If you tell any of your faculty about sexual misconduct involving members of the campus community, your professors are required to report this information to the Title IX Coordinator. Your faculty member can help connect you with the Coordinator, Oriana Jiménez ([TitleIX@rollins.edu](mailto:TitleIX@rollins.edu) or 407-691-1773). She will provide you with information, resources and support. If you would prefer to speak to someone on campus confidentially, please call the Wellness Center at 407-628-6340. They are not required to report any information you share with the Office of Title IX.

Sexual misconduct includes sexual harassment, stalking, intimate partner violence (such as dating or domestic abuse), sexual assault, and any discrimination based on your sex, gender, gender identity, gender expression or sexual orientation that creates a hostile environment. For information, visit <http://www.rollins.edu/titleix/>.

## **Course and Instructor Evaluation**

At the end of each semester, students are asked to evaluate the course and instructor. These evaluations are extremely valuable in the teaching and learning process on our campus. Student evaluations help assess student perceptions of classroom learning and often lead to improved teaching. Your feedback is important and Rollins students are encouraged to be honest, fair, and reflective in the evaluation process.

The online evaluative survey is anonymous. Students are never identified as the respondent. Instead, each student's comments are assigned a random number. You will be asked to rate your course and instructor on a numerical scale and through narrative comments.

The online Course and Instructor Evaluation (CIE) process opens at 8:00 AM on the first scheduled date. It remains open for a period of 14 days (2 weeks) until 12:00 AM (midnight) on the final scheduled date. The evaluation period ends prior to the start of final examinations and faculty cannot access completed evaluations until 10 days after the end of final exams.

Students will receive one email at the start of the CIE period, one after the 15th day, and a final reminder the day before the CIE period ends. Students who complete evaluations for all classes will be able to view grades ten-days before students who do not complete an evaluation form.

## **Instructor Biography**

Dr. Mark Heileman's extended business career includes engineering and executive positions with Modus Operandi, Elisar Software Corporation, i2 Technologies, United Space Alliance, Rockwell International, and Harris Corporation. Dr. Heileman has extensive experience as a research engineer and software system developer. His technological work focused on applying artificial intelligence techniques and computer modeling to solve real-world business problems. He has practiced in many functional aspects of business, including research and development, sales and marketing, supply chain management, operations management, and quality assurance. In his formative years he had part-time jobs at Martin Marietta (now Lockheed Martin), a building construction firm, and Walt Disney World.

Dr. Heileman is a graduate of the University of Central Florida where he earned a PhD in Industrial Engineering and Management Systems. He received both an MBA and MS in Engineering Management from the Florida Institute of Technology, and a BS in Industrial and Systems Engineering from the University of Florida. He is a registered professional engineer in Florida.