

MGT 175: Supply Chain Management

Course: Spring 2021

CLASSROOM:	Online and Remote via Zoom (details to be provided later on Canvas)
CLASS HOURS:	Fridays 8:00 am – 1050 am
PROFESSOR:	Christopher Gopal, PhD
EMAIL:	cgopal@ucsd.edu
PHONE:	TBD
OFFICE HOURS:	By appointment
OFFICE LOCATION:	Online and Remote
TEACHING ASSISTANT/TUTOR:	Melvin Issaei
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DESCRIPTION

In today's highly competitive, uncertain and international environment, companies do not compete. Supply chains and industries compete. This course is a critical component of a business education and is directed at students of engineering, international business, marketing, organizational behavior, finance and accounting.

The Supply Chain is the most significant and critical component of most businesses, and accounts for the bulk of the people, cash and value-add in a company. The current COVID-19 and International trade crises have shown us this and highlighted the critical role of the Supply Chain in business, global trade and world economy. Supply Chains are the most discussed topic in business today.

The Supply Chain involves the flow of materials, cash, information among all of the firms that contribute value to a product, from the source of raw materials to end customers. It includes the location and management of facilities that supply, manufacture and store materials and products, and the transportation and storage activities that connect them.

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

This course provides an overview of supply chains and their key functions, the financial impacts and levers, and describes the major challenges in managing an efficient supply chain. It also discusses various strategic and tactical supply chain issues such as distribution and fulfillment strategy, inventory strategies, outsourcing, procurement and supply contracts, the value of information, customer value and risk management.

Prerequisites: Upper Division Standing.

OBJECTIVES

1. To familiarize you with the most critical component and set of functions in global business today, ***the end-to-end supply chain***. We will discuss the overall supply chain, its impact on the company's competitive and financial success. We will also focus on the core components and strategic aspects of today's supply chains, including integration, inventory, fulfillment and distribution, planning, customer value, outsourcing and procurement.
2. To teach you about the key decisions that must be made in the supply chain, including facilities location, risk management, and integration across the supply chain and with strategic partners.
3. To prepare you to leave this class armed with an understanding of the overall global end-to-end supply chain, its operation, importance and the critical decisions that drive competitive and financial success, and be able to confidently discuss these with executives.

REQUIRED MATERIALS

The eBeer Game Simulation

This simulation will build your understanding of the demand and supply issues faced by the various players in the end-to-end Supply Chain. Each student must purchase an individual access code. Instructions on how to purchase the simulation from Responsive Learning Technologies are provided below:

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Details will be provided later.

The eBeer Simulation readings will be posted on Canvas.

- *Practicing the eBeer Game before class* (supplemental reading in Canvas)
- *eBeer: A Competitive Supply Chain Simulation* (supplemental reading in Canvas)

Textbooks

The required textbook for the course is:

[*Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*](#). by David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, 3rd Edition, 2011, McGraw-Hill, ISBN 978-0-07

298239-8

The required textbook, *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies 3rd edition*, will be digitally offered through RedShelf at the price of \$45.75. You will have free access during the first two weeks of the quarter via RedShelf on Canvas. After two weeks, your student account will be charged the RedShelf price, **unless you OPT-OUT**. RedShelf may be beneficial to you if your financial aid can cover the cost of the material. Please email textbooks@ucsd.edu for questions related to RedShelf.

If you purchase the textbook from a different source that is not RedShelf, please OPT-OUT of the textbook on RedShelf. You will have until Saturday, April 10th to OPT-OUT or else your student account will be charged.

Instructions to OPT-OUT: Click the RedShelf link in Canvas > Find the MGT course materials > Click 'View Course Materials' > Scroll to and Click on gray button that says "I want to opt out of access for all required materials for this course." > Follow instructions to complete the opt-out process.

Recommended for Reading –but not required for the class.

Supercharging Supply Chains: New Ways to Increase Value through Global Operational Excellence, Gene Tyndall, Christopher Gopal, Wolfgang Partsch, John Kamauff, John Wiley & Sons

John S. Hammond, "Learning by the Case Method" Harvard Business School, Case No. 9-376- 241, Rev: April 16, 2002

"The Path to Higher Shareholder Value", Chief Executive, July/August 1998, Stephen C Johnson, Gerry Marsh, Gene Tyndall

Supply Chain Challenges: Building Relationships. Harvard Business Review, July 2003; Reprint R0307E.

CLASSROOM PROCEDURE

The classes and all examinations will be conducted online via Zoom. Details will be posted on Canvas.

The course meets for 10 sessions for 2 hours and 50 minutes each session, with a 15-20 minute break. Class sessions will begin and end on time. Please be punctual to minimize the disturbance to others and so that you do not miss key concepts, assignments and the context of the session. If you need to miss a class, please e-mail me or the TA in advance.

Please be considerate to your fellow students, the professor and the TA. Be polite, don't talk over others and, importantly, mute your computer if you are not speaking. It is imperative that you do not disrupt the class during session.

You may use the “Chat” feature to send the professor and/or the TA 1X1 messages, or use it to send a message to the class, if it’s something that’s relevant and applicable to everyone.

Class sessions will be recorded for access by students who will be taking the class asynchronously.

STUDY GROUPS FOR CASE STUDIES AND ANALYSIS

The Study Groups will, of course, be “virtual”. Hence, while the Case Study groups will initially be self-selected, it may be necessary for us to designate teams. Teams will have to meet, collaborate and coordinate remotely. It is preferable that you use Zoom for this.

CLASS ASSIGNMENTS

For certain class sessions, I shall provide a case study, set of guiding questions, discussion points, and goals for the lecture. These will be given in the previous session. Some of these will be team assignments and others will be individual assignments. You are expected to prepare answers to these questions and be able to provide substantiated arguments on discussion points. Feel free to work with others to prepare for individual class assignments. I suggest that you work closely with your study group on these assignments to share and discuss individual ideas so that you come prepared to class and contribute to a richer learning experience. It is required that you read the assigned readings before attending the class or listening to the lectures. This will help give you perspective on the topics to be covered.

HOMEWORK ASSIGNMENTS

There will be two team homework assignments. This will typically (but not necessarily) be case study formats and will include concepts and problems that have been discussed. The assignments will be provided in class. The completed assignment write-ups are due at the beginning of class on their due dates, and will be followed by the team discussions.

ACADEMIC INTEGRITY

Integrity of scholarship is essential for an academic community. As members of the Rady School, we pledge ourselves to uphold the highest ethical standards. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University intellectual work. For students, this means that all academic work will be done by the individual to whom it is assigned, without unauthorized aid of any kind.

The complete UCSD Policy on Integrity of Scholarship can be viewed at:

<http://academicintegrity.ucsd.edu/>

How the Honor Code applies to this course:

The team Homework Assignments are to be done with your assigned Case Analysis teams. For the e-Beer Game Simulation, you should limit discussion only to your team since this is a team competition. **The e-Beer teams will be assigned only for the e-Beer simulation and will be different from the Case Study teams.**

The Mid-Term and Final Exams are individual. Therefore, you should work individually to be well prepared for the exams.

For any problem discussions in class, you should limit your out-of-class discussion and analysis only to your Case Study teams.

ASSIGNMENTS

The following describes the guidelines for individual, collaborative or group work:

I – Independent, individual work only. No collaboration or consultation allowed.

G – Students may work together in groups and turn in one project or assignment for the entire group.

**SCHEDULE
IMPORTANT ASSIGNMENT DATES AND TIMES**

Assignments	Date/Time
Homework Assignment/Team Case Study # 1 (Notes G)	Write-up due April 30th before class
Simulation eBeer Game (Notes G)	April 30th
Mid-Term Exam (Notes I)	May 7th
Homework Assignment/Team Case Study # 2 (Notes G)	Write-up due May 28th before class
Final Exam (Notes I)	June 9th

***All Case Study teams will be finalized by April 16th.
All Students must be registered for the Simulation by April 16th.
eBeer Simulation preparation and practice are to be treated as Homework and done outside class hours***

GRADING

Component	Points [or percentage]
Team Homework # 1 Assignment Case Study	10
Team Homework # 2 Assignment/Case Study	15
Mid-Term Exam	35
Final Exam	35
Rady School Research Participant Pool	5
Total	100

Participation in Rady School Research

5% of your grade is based on participation in two experiments offered by the Rady School Research Participant Pool. Each experiment will take up to one hour. The revised Research program will be conducted online. Instructions will be posted on Canvas at the start of the quarter. I

Questions about lab studies can be directed to RadyClassCredit@ucsd.edu. Studies will begin during week 2 or 3 of the quarter.

Class Participation and Attendance

It is expected that all students will attend the class online, and participate as best as they can.

Your class participation should take into account the following:

- Can you articulate the issues and point of view clearly?
- Are the points that are made relevant to the class materials and discussion?
- Do the comments show evidence of analysis of the problem?
- Is there willingness to put forward new ideas?

eBeer game Simulation

The eBeer Simulation is a required learning tool.

Following the simulation, the teams may be asked to make a brief presentation to the class according to guidelines provided later. Alternatively, we may have a discussion during class.

Homework Assignment

Note: Your homework assignments account for 25 % of your grade. The Homework Assignments will be team-based and typically include Case Study and problem-solving situations, a report write-up and class presentation. The homework is an important learning tool designed to increase your knowledge of the end-to-end supply chain and, most importantly, is a required component of the course.

STUDENTS WITH DISABILITIES

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the faculty member.

The student must present the OSD letter of certification and OSD accommodation recommendation to the appropriate faculty member in order to initiate the request for accommodation in classes, examinations, or other academic program activities. **No accommodations can be implemented retroactively.**

Please visit the [OSD website](#) for further information or contact the Office for Students with Disabilities at (858) 534-4382 or osd@ucsd.edu.

CLASS AGENDA:

Please note that the topics covered in any specific class are subject to change in terms of emphasis, depth or sequence. You are expected to read the assigned Chapters and Readings before attending the class or listening to the lectures. However, the dates and requirements for the Graded Assignments are fixed. Cases for class discussion will be assigned in the previous class.

Session 1: 4/2

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • Course format & requirements • Rady School Participation Pool • Introduction to Supply Chain Management • Impacts of Supply Chain on competitive position and financials 	<ul style="list-style-type: none"> • Chapter 1: Introduction to Supply Chain Management 	

Session 2: 4/9

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • Inventory Management and Risk Pooling • Team Formation – Case Analyses and e-Beer Simulation 	<ul style="list-style-type: none"> • Chapter 2: Inventory Management and Risk Pooling 	<ul style="list-style-type: none"> • Team Formation

Session 3: 4/16

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • Inventory Management and Risk Pooling (contd) • <i>Assigned Team Case Study # 1 TBD</i> • Team Finalization – Case Analysis 	<ul style="list-style-type: none"> • Chapter 2: Inventory Management and Risk Pooling 	<ul style="list-style-type: none"> • Teams Finalization • Simulation Registration

Session 4: 4/23

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • The Value of Information (and Coordination) • EBeer Simulation/Prep 	<ul style="list-style-type: none"> • Chapter 5: The Value of Information • EBeer Simulation Readings 	

Session 5: 4/30

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • The Value of Information (and Coordination) contd. 	<ul style="list-style-type: none"> • Chapter 6: Supply Chain Integration 	<ul style="list-style-type: none"> • Team Case Study # 1 Write-up due • EBeer Simulation (“Classic” and “Transparent”) conducted in class

Session 6: 5/7

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • Mid-Term Exam • Team Case Study # 1 Discussion 		Mid-Term Exam

Session 7: 5/14

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • Supply Chain Integration • Procurement, Sourcing and Outsourcing • Supply Contracts • Homework Case # 2 Assignment Zara (text) 	<ul style="list-style-type: none"> • Chapter 9: Procurement and Outsourcing Strategies • Chapter 4: Supply Contracts • Assigned Homework Case Zara 	

Session 8: 5/21

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • Supply Contracts (Contd..) • Global Logistics and Risk Management 	<ul style="list-style-type: none"> • Chapter 4: Supply Contracts • Chapter 10: Global Logistics and Risk Management 	

Session 9: 5/28

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • Global Logistics and Risk Management (Contd...) • Distribution and Fulfillment 	<ul style="list-style-type: none"> • Chapter 10: Global Logistics and Risk Management • Chapter 7: Distribution Strategies 	<ul style="list-style-type: none"> • Homework Case # 2 Zara Team Write-up Due • Homework Case Team Zara Presentations/discussions

Session 10: 6/4

TOPICS	REQUIRED READING	Assignments/Deliverables
<ul style="list-style-type: none"> • Distribution and Fulfillment (Contd...) • Final Exam Prep • Wrap-Up 	<ul style="list-style-type: none"> • Chapter 12: Customer Value 	<ul style="list-style-type: none"> • Homework Case Team Zara Presentations/discussions (contd..)

Session 11: 6/9: 8-11 am

Final Exam

Faculty:

Christopher Gopal, PhD.

Dr. Gopal has over 35 years of experience in global supply chain & operations strategy, execution, and technology in a career that has encompassed industry executive management, consulting and executive education. Dr. Gopal has held executive positions at several leading companies, including Partner & Director of Global Supply Chain & Operations Services at Ernst & Young Consulting, VP in World-Wide Operations at Dell Computer, as well as executive VP positions at Unisys, Overland Storage and SAIC. His consulting clients have included prominent global and regional companies across a range of industries, and he has also assisted in several start-up companies.

Dr. Gopal most recently served as a Member of the Defense Business Board (DBB), which provides the Secretary and Deputy Secretary of Defense, as well as other senior leaders, trusted independent and objective advice which reflects an outside private sector perspective on proven and effective best business practices for consideration and potential application to the Department.

Chris currently consults with companies, serves as the Senior Strategic Advisor at OCX Cognition, a software and services company that integrates the Customer Life Cycle Experience with the Supply Chain and Finance, teaches at the University of California San Diego and at the University of Southern California, where he also serves on the Advisory Board of the Global Supply Chain Management Center

Chris serves on the Advisory Board of a prominent think-tank on Industrial Competitiveness, and recently served on a White House sub-committee on Manufacturing Technologies. He has been nominated to the Supply Chain Digest "Supply Chain Gurus" panel from 2015-2020.

Chris holds a PhD from the University of Southern California, and an MBA from the Cranfield School of Management, UK. He is the lead co-author of three books on Supply Chain & Operations, Dr. Gopal has spoken and served as an invited panelist at major industry forums, including the Milken Institute Global Forum, IATA World Conferences, the OMI-OECD Forum, the Harvard Business Review Forum, and the SecureAmerica Institute.