Global Operations and Supply Chain Management  
TRA 6726 CRN 11080 - Spring 2018 - LH 2208

Instructor: Elias T. Kirche, Ph.D.  
Information Systems & Operations Management  
Lutgert College of Business, suite 3304  
Phone: (239) 590-7325  
ekirche@fgcu.edu  
Office Hours: T/R Noon to 2.30 PM  
other times by appointment

Program Outline (tentative):

Jan 11  Course introduction, grading policy, lessons learned requirements, case analysis guidelines, team formation. Establishing and shaping the learning contract.  
- Lecture: Global supply chain integration and processes  
- Verification of attendance requirement. You are expected to complete short survey via Canvas as per university guidelines

Jan 18  International strategy and operations  
- Minicase: Play It Safe or Take the Risk Abroad?  
- In class activity: Lessons Learned

Jan 25  International strategy and operations  
- Minicase: Levendary Cafe: The China Challenge  
- In class activity: Lessons Learned

Feb 1  Supply chain strategies  
**Case 1:** Bergerac Systems: The Challenge of Backward Integration  
David A. Garvin, Sunru Yong

Feb 8  Coordinating process/product design  
- Minicase: operational strategies at Heat Exchange  
- In class activity: Lessons Learned

Feb 15  Production strategy  
**Case 2:** Four Star Industries Singapore - Matching Supply with Demand  
S. Viswanathan; D.G. Allampalli

Feb 22  Inventory  
- Lecture: forecast and inventory management  
- In class applications using Excel

Mar 1  Inventory management  
**Case 3:** Scientific Glass  
Steven C. Wheelwright; William Schmidt
Mar 8  Spring Break – No classes

Mar 15 Logistics management
Case 4: Exel plc—Supply Chain Management at Haus Mart
Zeynep Ton, Steven C. Wheelwright

Mar 22 Location analysis
- Minicase: Whelan Pharmaceutical
- In class activity: Lessons Learned

Mar 29 Logistics/distribution/warehousing
Case 5: Polaroid corp.: European distribution system
Janice H. Hammond; Afroze Mohammed

April 5 Country analysis (i)

April 12 Country analysis (ii)
- International trade
- Incoterms

April 19 Guest speaker – logistics & distribution (tentative)

April 26 Logistics/distribution design
- Minicase: DELL vs Lenovo
- Lecture: Distribution network for online sale
- In class activity: Lessons Learned

Exam (see university schedule for dates/place/time)

Course description: This course deals with topics related to the “design, planning, control and improvement” of the supply chain in the context of global operations. We explore issues in supply chain management with focus on key operational issues:

- International perspective
- World class operation
- Designing and managing network
- Inventory and distribution models
- Purchasing and supply management
- Sustainable operations

The topics covered include qualitative and quantitative techniques, principles of postponement in design, process and logistics, supply chain design and integration, capacity and cost analysis, sourcing as a strategy, principles of network design, international trade operations, evaluation of planning versus execution in 3PL partnerships, evaluation of production strategies.
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

Course structure:
Lectures sessions: The lectures are drawn from several sources. Slides are available in Canvas. Minicases associated with lectures and assignments (Lessons Learned) will be distributed by the instructor. Of the 5 cases scheduled, you will be presenting two cases as a group, submitting one case as an individual long case report; and submitting 3 of the remaining 3 cases as individual short write-ups.

Required material:
- Selected cases from Harvard Business School.
  - Bergerac Systems (HBS Brief Cases 4381-PDF-ENG)
  - Four Star (Nanyang Bus School NTU001-PDF-ENG)
  - Scientific Glass (HBS Brief Cases 4208-PDF-ENG)
  - Exel plc (HBS 605080-PDF-ENG)
  - Polaroid (HBS 695038-PDF-ENG)
- Other material, reading available online, posted by instructor

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. 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 final grade is computed as a percentage of the total points earned in:

In Class participation: 10%
Country project (group): 20%
One long case write-up (individual): 20%
Two case presentation (group): 15%
Short case write-ups: (individual): 15%
Final exam: 20%
Case schedule

<table>
<thead>
<tr>
<th>Case</th>
<th>Team to Present</th>
<th>Individual Long Case Report by members of</th>
<th>Individual Short Case Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bergerac System</td>
<td>Team 1</td>
<td>Team 3</td>
<td>Others</td>
</tr>
<tr>
<td>2. Four Star</td>
<td>Team 2</td>
<td>Team 4</td>
<td>Others</td>
</tr>
<tr>
<td>3. Scientific Glass</td>
<td>Team 3</td>
<td>Team 1</td>
<td>Others</td>
</tr>
<tr>
<td>4. Exel plc</td>
<td>Team 4</td>
<td>Team 2</td>
<td>Others</td>
</tr>
<tr>
<td>5. Polaroid</td>
<td>Team 1</td>
<td>Others</td>
<td>Others</td>
</tr>
</tbody>
</table>

Guidelines for Case Presentations
1. Assume the role of an internal task force, presenting to senior executives of the firm
2. Present the problems identified, recommendations and supporting analysis, dividing the contents logically among team members

Guidelines for Short Case Report
This is a one-page write-up., which summarizes, in bullet form:
1. Problems identified
2. Your recommendations
3. Supporting arguments for recommendations made
4. Tools, techniques, and approaches for analysis

Guidelines for Long Case Report
Written in formal English, this report consists of:
1. Executive summary: [1 page, single line spacing, 1” margins] as a memorandum
2. Main report: [6-10 pages long, 1.5 double spaced, 1” margin]; it consists of:
   - Problem statement (1-2 pages)
   - Supporting analysis (3-5 pages)
   - Recommendations/action plan (2-3 pages)
   - Appendix: Tables and exhibits of professional quality

Guidelines for 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 minicase discussion you will be given time for team analysis and preparation of Lessons Learned papers.

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. Additional information will be distributed in class.

Exam: The 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.
**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.

-x-x-x-x-