

OPRE 6378 – SUPPLY CHAIN STRATEGY
JINDAL SCHOOL OF MANAGEMENT
THE UNIVERSITY OF TEXAS AT DALLAS

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Course Description:

OPRE 6378 provides students with concepts, techniques and tools that will help them design, analyze, and improve core strategic operational capabilities *within* a firm. The success of a firm (and its product) today also depends on activities of several other firms *across* its supply chain. Hence, students will also learn how to develop strategies to create value through supply chain design, how to better structure a company's global operations strategy, how to develop guidelines for making strategic sourcing and make-buy decisions, how to deploy operations for successful turnarounds and how to effectively use information technology to synchronize and manage global supply chains. Case studies will cover fundamentals of effective supply chain strategy and key competencies required to be successful in a global marketplace. The course will cover qualitative and quantitative frameworks/strategies. A special feature of the course is to engage students in simulation games that provide hands-on demonstration of some of the central concepts. The course covers a broad range of application domains and industries such as high-tech, retail, fashion, and manufacturing.

Prerequisites: Some exposure to managerial statistics and probability, or instructor's consent. OPRE 6302 would be helpful but not required.

Class Times: Tuesday 4:00p.m. – 6:30p.m. (+15 min) Rm: JSOM 1.107

Required Reference: There is no textbook for this course. Instead, students need to purchase online access to course pack. The course pack contains reading materials, and cases used for this course.

General References: Ö. Özer and R. Phillips. *The Oxford Handbook of Pricing Management*, 2012, Oxford University Press.
D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, *Designing and Managing the Supply Chain*, McGraw-Hill/Irwin, 2nd Edition, 2002.
G. Cachon and C. Terwiesch, *Matching Supply with Demand: An Introduction to Operations Management*, McGraw-Hill/Irwin.

Teaching Team Leader: Professor Özalp Özer, SOM 3.412, oozer@utdallas.edu

Faculty Office Hours: By appointment only.

Teaching Assistant: Yulia Vorotyntseva, JSOM 3.228, yxv120230@utdallas.edu

TA Office Hours: By appointment only – email TA

Academic Integrity:

When preparing cases and assignments you should not receive any related input from anyone who has already participated in a faculty-lead discussion of the same material, be it at JSOM or another school. In addition, you should work alone when preparing graded individual assignments, and when preparing graded team assignments your discussions should be strictly limited to the members of your team. When preparing any graded assignment you may not consult or use material not already included in the course packet or posted on the course webpage, unless the instructor has explicitly authorized otherwise. In particular, using material from previous editions of this course is strictly prohibited. Also, no individual may be listed as a co-author of a team assignment unless that person has contributed to the work submitted in a substantial manner. Each member of the team is fully responsible for ensuring that each submitted assignment is done according to the expected professional standards and the academic integrity policy.

The academic integrity policy of this course will be enforced, and any violators would expose themselves to the most serious consequences. In addition, you will be held personally responsible for confronting and reporting any violations that would come to your attention. Finally, if at any point during the course you believe that you may be violating this academic integrity policy, or if its implications in your particular situation are not completely clear, you should immediately contact the instructor. Note that this policy implies in particular that you should:

- Never ask for/obtain/use hints or material relative to an assignment from any student or alumni who has already taken the class;
- Never perform a search on the Internet to find information related to a graded assignment.

Team and Individual Work:

Students are required to form teams of at most 3 (this is a strict constraint). The students will work in their teams in preparing the case analyses as well as playing the simulation games (see below). In team assignments the students are allowed to discuss the assignment only with their team members. (For more details see the Academic Integrity section above.) In individual assignments you should not consult any other student including your team members.

Case Assignments:

Cases provide an opportunity to apply the concepts and methodologies from the course to “real-life” situations. You are encouraged to work on cases with your team. We will discuss each case extensively in class, and a portion of your class participation grade depends on your input during these class discussions. There are two types of case assignments, which are marked as “prepare” and “due” in the detailed schedule below.

When a case is noted as “Prepare”, I expect students to have read the case, thought about the questions, and to be prepared to engage in discussion of the answers in class. Specific instructions, the cases and the due dates are given in the detailed schedule below and also with the course pack. In particular, students must be prepared to summarize the case and to suggest a solution in class.

When a case is “Due,” you are asked to submit a write-up to answer questions that are provided

later in this document. In preparing these assignments, please adhere to the following guidelines:

1. Work in teams of at most three students. This is a firm constraint, no exceptions.
2. Team assignments should be submitted in printed and turned in physically at the beginning of class on the due date (email attachments will not be accepted).
3. Each student should have a personal copy of his/her team write-up for the corresponding class discussion.
4. Case analysis assignments must be less than 4 pages in length (excluding appendices) and use text fonts no smaller than 12.
5. Every graph or table/spreadsheet showing the results of computations must be accompanied by both a clear description of what all numbers shown represent qualitatively, and an exhaustive explanation of how they are computed, including a statement of all the relevant mathematical formulas or algorithms. Please do not submit a table copied from a spreadsheet assuming that the instructor will try to figure out by themselves how the numbers shown are calculated – he won't!

Preparing for Classes and Attendance:

I have given you detailed schedules of classes, the reading relevant for each class, the case to be prepared if any, and questions to prepare for case discussions. The reading assignments will help you to better understand the material covered in class. Class participation will be determined on the basis of your comments in each class session. Some of the criteria that we will use to judge effective class participation include:

1. Is the participant a good listener?
2. Is the participant concise and articulate?
3. Are the points made relevant to the current discussion? Are they linked to the comments of others?
4. Do the comments show clear evidence of appropriate and insightful analysis of the case?
5. Is there a willingness to participate?

It is crucial that you attend all classes. *If you cannot attend a particular class due to illness or other special commitment, please send email to the professor. Otherwise, I will record your missing classes as non-justified absences and this will be reflected in the class participation grade.*

Final Project:

The final project is an integral part of the course. It should be carried out in groups of three. The project is expected to complement the class learning. Students are expected to carry out a supply chain performance analysis. The analysis must relate to an actual company, or your work place (or your division) that produces goods or services. The general intent of this assignment is to perform an initial systematic audit of your company's current supply chain performance and identify ways in which performance can be improved. Alternatively, students are expected to explore a new innovation in supply chain management that is based on information technology advances. Finally, you can also select a business entity, a company or set of companies in a supply chain, and write a report around its supply chain strategy. In all cases, you should describe the current status of the company/industry, what values the new innovations bring to the table, how to quantify the values and costs, potential competition, and how the innovation can be

sustainable. A report not exceeding 15 pages, submitted in the last class, is expected from each group. I will distribute a separate handout outlining the requirements and the scope of the project.

Handouts:

There will be a class handout for each lecture summarizing the main points to be covered. All handouts will be posted on the course website. You may obtain the information (regarding how to access these handouts) from the TA after identifying yourself as a student in this course. We recommend you bring hard copy of the lecture notes to each class to facilitate taking notes.

Groups:

You will work in groups of at most three people on the preparation of the cases. Please email TA and let him/her know your group (one email per group). If you are unable to find a group by January 16 Friday, we will assign you to a group.

Grading and Deadlines:

Midterm (In class)	20%
Case Write-ups	30%
Class Participation	20%
Final Project and Presentation	30%

The assignments are due the first five minutes of the class in which they are assigned. We will not accept any late homework or any late case write-ups. **If you are unable to attend the day of the midterm, a written explanation and arrangements must be made by the second week of class. Otherwise, we will not offer any alternative times for the scheduled examination.**

Overall Course Outline

I will distribute the detailed course outline during the first lecture on Jan 13, Tuesday.

Technical Support

If you experience any problems with your UTD account you may send an email to: assist@utdallas.edu or call the UTD Computer Helpdesk at 972-883-2911.

Field Trip Policies

Off-campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm. Additional information is available from the office of the school dean. Below is a description of any travel and/or risk-related activity associated with this course.

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD printed publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Series 50000, Board of Regents, The University of Texas System*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391) and online at <http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-HOPV.html>

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

Scholastic Dishonesty, any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for

details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials, including music and software. Copying, displaying, reproducing, or distributing copyrighted works may infringe the copyright owner's rights and such infringement is subject to appropriate disciplinary action as well as criminal penalties provided by federal law. Usage of such material is only appropriate when that usage constitutes "fair use" under the Copyright Act. As a UT Dallas student, you are required to follow the institution's copyright policy (Policy Memorandum 84-I.3-46). For more information about the fair use exemption, see <http://www.utsystem.edu/ogc/intellectualproperty/copypol2.htm>

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of F.

Disability Services

The goal of Disability Services is to provide students with disabilities equal educational opportunities. Disability Services provides students with a documented letter to present to the faculty members to verify that the student has a disability and needs accommodations. This letter should be presented to the instructor in each course at the beginning of the semester and accommodations needed should be discussed at that time. It is the student's responsibility to notify his or her professors of the need for accommodation. If accommodations are granted for testing accommodations, the student should remind the instructor five days before the exam of any testing accommodations that will be needed. Disability Services is located in Room 1.610 in the Student Union. Office hours are Monday – Thursday, 8:30 a.m. to 6:30 p.m., and Friday 8:30 a.m. to 5:00 p.m. You may reach Disability Services at (972) 883-2098.

Guidelines for documentation are located on the Disability Services website at <http://www.utdallas.edu/disability/documentation/index.html>

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

These descriptions and timelines are subject to change at the discretion of the Professor.