

**MBA 780**  
**Supply Chain Management**  
**Summer 2008**

**Instructor:** Dr. Larry Weinstein                      **Office Hours:** TR 5:00 – 6:00  
Or by appointment

**Office:** 254D Rike Hall  
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**Class:** MBA 780 B01 for TR 6:05 - 9:25  
MBA 780 B02 for TR 1:40 - 5:00

**Text:** Operations Management for Competitive Advantage; 11<sup>th</sup> edition; Chase, Aquilano, and Jacobs; Irwin McGraw-Hill (2006)

Clockspeed (Charles H. Fine) ISBN 0-7382-0153-7 Basic Books: New York

Lean Thinking (James P. Womack and Daniel T. Jones) Free Press: New York

**Class notes:** Class notes will usually be available on library course reserves or emailed to students during the week before class.

**Cases and articles:** instructions for downloading these can be found elsewhere in this syllabus.

**Course Prerequisites:** MBA 580

Operations Management concerns the management of the direct resources required to produce the goods and services of an organization. It is the function that allows organizations to achieve their goals through the effective and efficient acquisition and use of resources. Every organization, whether public or private, manufacturing or service, has an operations function.

While the operations management function is critical to the long-term success of business and industry, managers have realized that in order to sustain or improve the organization's competitive edge in the global marketplace, they must also become involved with the global management of their supply chains. Supply chain management is the integration of the logistics network (supply chain) through improved partnerships in managing materials and information flows within the supply chain.

During the five weeks of the summer quarter, we will examine a small subset of the growing body of knowledge of operations and supply chain management. Because of the short length of the summer term, it is extremely important that each of you attends each session of class. Although attendance is completely voluntary, for each class you miss, you are required to submit a two page written summary of each article and case covered during that class. The student also

is responsible for all material discussed or presented in class. Office hours should not be considered a substitute for the class meeting.

The five topics I plan to cover are:

Week one: Operations Strategy and Competitiveness

Week two: Quality Management

Week three: Supply Chain Management

Week four: Principles of Lean Production and Inventory Management

Week five: Project Management

### **Grading Scale:**

90 – 100 points	A
80 – 89 points	B
70 – 79 points	C
60 – 69 points	D
0 – 59 points	F

**Grading Method:** In this class, each student may decide how he or she wishes to be graded. Each student may choose from an assortment of different activities in order to collect points toward the final grade. It is each student's responsibility to keep track of the number of points earned during the quarter since the grade will depend solely on those points. Materials should be turned in during the last class of the quarter. Please make a copy of anything you turn in!

**Homework assignments:** There is no written homework for this class.

**Examinations:** I will give one comprehensive exam on the last evening of the quarter. It will be open book and open notes. A calculator is necessary for the exam. The exam is worth 35 points. The exam grade (as a percentage) will be multiplied by that number of points to determine how many points the exam will count toward the final grade. For example: if you receive an 80 on the exam, you would earn  $(.80)(35) = 28$  points. If you are not able to attend class on the evening of an exam, please make arrangements beforehand for a makeup exam.

**Cases:** We will discuss a number of cases during the quarter. You can download the cases from the web site listed with each. You are expected to prepare these cases in advance, and be ready to discuss them. They should bring out additional insights on the topics. Students will be randomly selected to participate in the case discussion, and lack of preparation or mere summarization of case facts will detract from your participation grade.

**Option: Journal Article Summaries:** In today's fast changing world, management and staff must keep up with the latest developments in related areas as well as their specialties. In some cases there are developments that transcend the traditional functional areas. This assignment is to interest you in finding out what is happening in operations management in your area of interest and acquaint you with sources of new material. Each student is required to locate, copy, read, and summarize an article on some aspect of the topic of operations or supply chain management.

The article must be at least eight pages in length to provide some depth as well as breadth to the subject area covered. Those eight pages should not include advertising and graphics.

A complete copy of the article should be handed in along with the typed summary. Some possible sources are: Harvard Business Review, Decision Science, the Journal of Management, Total Quality Management & Business Excellence, International Journal of Quality and Reliability, and Sloan Management Review. All of these may be found at the Dunbar Library or downloaded from the internet via the library web site. (<http://www.libraries.wright.edu>) I also can provide suggestions for articles. However, because of copyright rules, I cannot post the articles on the class reserves. Unacceptable sources for articles would include popular magazines such as Time, Business Week, or Newsweek. The articles you read for class are not eligible for this option.

The student's abstract/summary should include:

- A brief summary of the article.
- A brief discussion of how the contents of the article (as given in the summary) relate to the material in the textbook or to material presented in class.
- A brief discussion as to the value of the author's views.

All abstracts must be turned in before taking the second exam. There is no explicit minimum number of pages but I would expect your review should be at least several pages long to demonstrate your understanding of the article. Each article summary completed is worth three points.

#### **Instructions to download articles from the library web site:**

Go to university internet site: [www.wright.edu](http://www.wright.edu)  
 Select 'Libraries'  
 Select 'Articles'  
 Select 'More information about searching for articles'  
 Select 'Databases by Subject'  
 Select 'Business'  
 Select 'Business Source Complete'  
 Authenticate by inserting your name and ID number\  
 Type in article name and/or author

Note: for some articles, these instructions may not work. If you are unable to download any articles, please contact me.

### **Option: Attendance at Professional Functions:**

Various professional organizations (such as APICS, ASQ, and ISM) sponsor workshops, seminars, and dinner meetings each month during which operations- and supply chain-related topics are presented. Students may receive credit toward their final grade by attendance at one or more of these functions. You should not use any event which you normally would be required to attend for this option.

Since social responsibility is a recurring theme throughout this course, participation in WSU blood drives may be counted as professions function activities.

### **Option: Books:**

There have been hundreds of books written on topics related to operations and supply chain management. This option is intended to give students an opportunity to gain a greater understanding of some particular topic than could be achieved through reading a journal article. Students may select books from the list below to read for points toward the final grade. Other books may be considered on a case-by-case basis. Let me know what you plan to read and I can tell you how many points it will be worth. You may use Clockspeed and Lean Thinking for this assignment. Copies of each will be placed on the class reserve.

Benchmarking for Best Practices (Bogan and English))  
 Relevance Regained (H. Thomas Johnson)  
 Kaizen (Masaaki Imai)  
 The Deming Dimension (Henry Neave)  
 The Fifth Discipline (Peter Senge)  
 Free, Perfect, and Now (Robert Rodin)  
 The Six Sigma Way, Pande, Neuman, and Cavanagh  
 Keeping Score (Mark Graham Brown)  
 The Knowing-Doing Gap (Pfeffer and Sutton)  
 The Strategy Quest (Terry Hill)  
 The Toyota Production System (Yasuhiro Monden)  
 World Class Manufacturing (Richard Schonberger)  
 Zero Inventories (Robert Hall)  
 Learning to See (Rother and Shook)  
 Lean Thinking (Womack and Jones)  
 Clockspeed (Fine)

For each book read, the student should submit a report with the following:

- Cover page listing the student's name, title and author(s) of the book.
- A brief summary of each chapter in the book, emphasizing the author's major points.
- A discussion of how the contents of the book relate to the material in the textbook and to material presented in class.
- A discussion of your opinion of the value of the author's viewpoint.

**Option: Video Summaries:**

I have placed several videos on the course reserve in the library. Students may watch these for credit. For each video, the student should turn in a report with the following:

- A brief summary of the video
- A brief discussion of how the video relates to material presented in class
- A brief discussion as to the value of ideas presented in the video

The summary should be between 1-2 pages in length.

**Option: Interviews:**

Students may interview local supply chain and operations managers in the region. The write up from the interview should be 2-3 pages. It should describe the role of the person being interviewed, the products or services provided by the organization, the process used to produce these products or services, and a brief description of the organization's supply chain and how it supports the company's mission.

## Cases for Summer Quarter B:

### Case One: The Great Nuclear Fizzle (GNF)

Download from: <http://www.pom.edu/p304/NuclearFizzCase.htm>

Discussion Questions:

- Develop a chronological list of major events of the case.
- Who are the major players in the story, and what is their respective role in the story?
- How are the nuclear pressure vessel and boiler customers the same? How are they different?
- How is the process of making nuclear pressure vessels and boilers the same? How is the process different?
- What is B&W's corporate strategy? What are their competitive priorities?
- Perform a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
- What are their distinctive competencies? Why did they get into this line of business?
- What is their competition doing?
- What went wrong?
- What strategic role does the Operations function have within the firm? How is operations treated by the rest of the company?

### Case Two: Laura Ashley and Federal Express Strategic Alliance

Instructions for downloading case:

Go to [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Type in the name of the case in the search box and hit 'GO'

Select the product# for the case and hit 'Enter'

Select 'Learn More or Purchase this Case'

Follow instructions provided to purchase and download the case.

Discussion Questions:

- Evaluate the decision to enter a strategic alliance from the perspective of both Laura Ashley and Federal Express. What are the real opportunities and risks of this approach?
- Evaluate the structure of the partnership. Do the financial arrangements make sense? Is the loose nature of the partnership appropriate, or should a more structured approach have been taken?
- What type of leadership was necessary to make such a deal, and what leadership skills will be necessary to implement it successfully?
- How likely is it that the partnership will be successful long term and what will it take for both companies to make it successful?
- Are there specific organizational or human resource policy reforms that would enhance LA's performance?
- Assume that the partnership is successful. What new strategic capabilities will it provide for Laura Ashley, and how specifically, should they be used to expand its business?

**Option: Podcast**

Students may watch/listen to podcasts and videos on the internet for credit (3 points each). I have listed three possible sites of which the first, <http://lean.org> I believe will be most useful and relevant to the class.

Podcasts selected should be approximately 30 minutes or longer (excludes several on Dr. Brady's site. )

For each podcast, the viewer/listener should submit a brief (maximum one page) write up with a description and your opinion of the content.

<http://lean.org> (Jim Womack's organization.)

<http://sctoday.net/?q=taxonomy/term/5> (Web site of former WSU professor)

<http://fora.tv/> (Suggested by student in class)

## **MBA 780 – Supply Chain Management**

### **Tentative Class Schedule**

Week 1	Operations Strategy and Competitiveness
Reading in text:	Chapter 1: Introduction Chapter 2: Operations Strategy and Competitiveness
Video:	Made in America “Winners & Losers”
Class exercise:	Debate
Case:	The Great Nuclear Fizzle Case
Articles:	Berry, William and Hill, Terry (1992) Linking Systems to Strategy, <i>International Journal of Production and Operations Management</i> , 12(10)
Week 2:	Quality Management
Reading in text:	Chapter 8: Quality Management Technical note 8: Process Capability and SPC
Video:	tbd
Class exercise:	The Red Bead Experiment
Case:	Fiero Firing Squad
Articles:	Garvin, David (1987) Competing on the Eight Dimensions of Quality, <i>Harvard Business Review</i> , Nov-Dec
Week 3:	Supply Chain Management
Reading:	Chapter 10: supply chain strategy
Class exercise:	The Beer Game
Book:	Clockspeed
Case:	Laura Ashley and FedEx Strategic Alliance (Harvard Business School)



Article: Fisher, Marshall (1997) What is the Right Supply Chain for your Product?  
*Harvard Business Review*, March-April.

Week 4: Principles of Lean Production and Inventory Management

Reading: Chapter 12: Lean Production  
Chapter 15: Inventory Control

Class exercise: The Box Game

Book: Lean Thinking

Week 5: Project Management

Reading: Chapter 3: Project Management

Review for Final

Final Exam

**MBA 780****Grading Selections****IMPORTANT:**

This form and all other materials should be turned in on the day/evening of the final exam.

**NAME:**

<b>Component</b>	<b>Total Points</b>	<b>Selection</b>
Exam	0 - 35	_____
Article Abstracts (3 points per Article)	0 – 30	_____
Outside Reading (10 points per book):	0 - 40	_____
Cases:	0 – 20	_____
Attendance at Professional Functions (4 points each)	0 - 20	_____
Podcasts (3 points each)	0 – 15	_____
Video: (2 points each video)	0 - 10	_____
Interviews: (3 points each)	0 – 9	_____
Participation:	20	20
<b>TOTAL:</b>		_____

**REMEMBER TO KEEP A COPY OF YOUR SELECTIONS BEFORE TURNING IN THIS SHEET.**

