POM 5325 – GLOBAL OPERATIONS & SUPPLY CHAIN MANAGEMENT
Fall 2005
CRN 17040       BUSN 318       6:00 – 8:50 p.m.       Thursdays

Instructor:  Dr. Adriano O. Solis     Phone:  (915) 747-7757
Office:  BUSN 221     Fax:    (915) 747-5126
Office hours:   TR 10:30 – 11:30 a.m.     E-Mail:  solis@utep.edu
T 3:00 – 5:00 p.m.     URL:  http://utminers.utep.edu/solis
W 9:00 a.m. – 12:00 nn.     or by appointment

COURSE DESCRIPTION

This course is designed to present and discuss concepts, issues, and problems critical to global operations, with emphasis on those that pertain to the operation and improvement of global supply chains. Innovations in global operations management and technology, as well as the opportunities and challenges posed by such innovations, will be investigated. Coverage will include successful approaches in the areas of product design, quality management, and project management, among others, that have led to dramatic improvements in global business performance. Important recent developments and approaches for the effective and efficient operation of global supply chains will be identified and discussed.

COURSE PREREQUISITES

The following courses (or their equivalents) are prerequisites for POM 5325:

✓ POM 5308 – Concepts of Production Management
✓ QMB 5311 – Quantitative Methods in Business
✓ CIS 5311 – Management Information Systems Theory and Practice

GENERAL COURSE OBJECTIVES

• Upon completion of the course, the student will have an understanding of the role and function of supply chain management in a contemporary global operations setting.
• Upon completion of the course, the student will appreciate some of the more important strategic and operational issues and decision processes in managing the supply chain.
• Upon completion of the course, the student will be aware of important concepts and issues associated with the evaluation of supply chain performance and the formulation of supply chain strategy.

The student’s understanding of the course and ability to meet these objectives will be measured principally by a midterm examination and a course project. Written case analyses as well as in-class and outside exercises/assignments shall be used throughout the course to develop the student’s understanding and ability to meet the objectives.
TEXTBOOK


REFERENCES

Supplementary readings will be specified during the semester.

The following books may be of interest:


ATTENDANCE

You are expected to attend classes regularly and on time. You take full responsibility when you miss class or come to class late. *If you miss class, it is your responsibility to find out about new assignments/exercises and pick up missed handouts.*

EXAM

There will be a midterm exam. In lieu of a final examination, a project will be undertaken, for presentation/submission at the end of the semester.

A make-up exam will be given only at the instructor’s discretion based on valid, documented excuses, and must be arranged in advance when possible.

PROJECT

The principal purpose of the project is to provide the students an opportunity to explore, apply and demonstrate appreciation and understanding of the concepts, principles, and analytical tools—in more detail than may actually be covered in the course—a specific area or facet of supply chain design, operation, and improvement. Two options may be considered.
Option 1 – A Manufacturing Facility’s Supply Chain

The project will describe and analyze the supply chain of a manufacturing facility operating within the Greater El Paso region. (It is preferable, though not required, that the project be based on a past or present work situation of a team member.) The supply chain mapping and analysis may cover one or all of:

a. supplier relationship management [including sourcing, inbound processes]
b. customer relationship management [including distribution, order fulfillment, other outbound processes]
c. planning across the entire supply chain.

The report shall recommend changes that may be needed for improving supply chain processes.

Option 2 – IT in the Supply Chain

The project will investigate how a particular IT software developer/vendor can best position itself to profit from SCM and e-commerce opportunities. Focus on which SCM application niche the company competes in. Identify (i) its major competitors, (ii) the industry or industries that the company and its competitors focus on, if any, and (iii) the comparative strengths and weaknesses of the various companies’ software offerings. Can a dominant software solution possibly emerge?

For either option, both primary and secondary sources of information may be used in preparing the project report. Nonetheless, interviews are expected to be conducted with various managers of the firm.

Each team shall have two or three members. Each student will prepare a team evaluation (using an evaluation form to be distributed during the semester), which shall indicate every team member’s participation in the total team effort. 75% of the student’s score will be based on the written team progress and final reports, and 25% will be based on the student’s participation in the team effort as indicated by the team evaluations. [However, a student shall forfeit the score on the written team reports and be assigned a score of zero for the entire project if evaluations submitted by teammates show no, or hardly any, participation in the team effort.]

CASE ANALYSES

A number of cases will be assigned for analysis and discussion. The dates of discussion will be announced beforehand, and students will be expected to read and analyze the cases in preparation for class.

HOMEWORK ASSIGNMENTS

In certain instances, homework assignments will be required for submission. If you will be unable to make it to class when an assignment is due, it is your responsibility to arrange for someone (e.g., a classmate) to turn it in for you. An assignment will be given a score of at most 50% of points assigned if submitted beyond 10 minutes of the start of the class session; after the session, it will not be accepted/graded.
QUIZZES

There may be quizzes from time to time related to required readings and/or assigned exercises. They may be given at any time during the class. *There will be no make-up of missed quizzes.*

SUBMISSION OF REPORTS

The term ‘report’ refers here to a written case analysis or project report. Reports are to be submitted in line with specified deadlines. Reports submitted after the deadline [a 10-minute grace period shall generally apply] will be given a score of *at most 50%* of points assigned. A score of *zero* shall be recorded when a report has not been submitted by the end of the session during which it is due.

Written reports are to be treated as business reports. They are to be prepared using some appropriate word processing software, with text *double-spaced and written in 12-point font*, preferably Times New Roman. Proper formatting, sentence composition, grammar, and spelling, as well as neatness, are important characteristics of business reports. Moreover, tables and figures—whether embedded in the text or appended—should be properly labeled and referred to in the text of the report. The foregoing characteristics shall be considered in the assignment of scores.

POLICY ON GROUP WORK

Whenever a class activity (project, written case analysis, homework assignment) involves working in teams, a part of the score assigned *may* be based on the individual’s participation in the team effort.

For any group activity, only one paper/report will be due per team. It is extremely important and consistent with standards of academic integrity that each member of a team contributes to the group work. If any individual has not contributed towards the analysis and preparation of a written assignment/report, his/her name should *not* appear on the team’s paper/report. It shall be the team’s responsibility to ensure that this policy is complied with.

*Team members are equally and jointly responsible for the timely submission of the team’s paper/report.*

COURSE GRADING

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Midterm Exam</td>
<td>30 %</td>
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<tr>
<td>Case Analyses</td>
<td>15 %</td>
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<tr>
<td>Assignments/Quizzes</td>
<td>15 %</td>
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<tr>
<td>Project Report &amp; Presentation</td>
<td>40 %</td>
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The total percentage earned will convert into letter grades as follows:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<tbody>
<tr>
<td>90 - 100 %</td>
<td>A</td>
</tr>
<tr>
<td>80 - 89 %</td>
<td>B</td>
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<tr>
<td>70 - 79 %</td>
<td>C</td>
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<tr>
<td>60 - 69 %</td>
<td>D</td>
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<td>59 % and below</td>
<td>F</td>
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**ACADEMIC INTEGRITY**

In the classroom and in all other academic activities, students are expected to uphold the highest standards of academic integrity. Any student who commits an act of scholastic dishonesty (copying, plagiarism, collusion, taking an examination for another person, or any such act intended to provide unfair advantage to a student or group of students) is subject to disciplinary action. Evidence of academic dishonesty may be forwarded to the Dean of Students and may result in sanctions, including possible suspension or dismissal from the University.

**UNIVERSITY COURSE DROP POLICY**

The last day to drop a course with an automatic "W" is Friday, October 28, 2005. After this deadline, students will be dropped from a course with a grade of "F".

A grade of "W" can be assigned after the deadline only under exceptional circumstances, and only with the approval of the instructor and the academic dean. In such a case, the student must petition for the "W" in writing and provide the necessary supporting documentation.

**SPECIAL ACCOMMODATIONS**

Should you have a documented disability and require any auxiliary aids, services, or accommodations, please see or call me in order to discuss your specific needs.

If you feel you may have a disability but do not have appropriate documentation, contact the Disabled Student Services Office at 747-5148, go to Room 106E Union, or e-mail: dss@utep.edu.
TOPICS TO BE COVERED

The topics listed below will be covered more or less according to the sequence indicated. The instructor reserves the right to make modifications to this list of topics, as well as the sequencing of their coverage in class, as may be deemed necessary.

<table>
<thead>
<tr>
<th>Topics</th>
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<tbody>
<tr>
<td>Chapter 1 – Understanding the Supply Chain</td>
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<tr>
<td>Chapter 2 – Supply Chain Performance: Achieving Strategic Fit &amp; Scope</td>
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<tr>
<td>Chapter 3 - Supply Chain Drivers and Obstacles</td>
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<td>Chapter 4 – Designing the Distribution Network in a Supply Chain</td>
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<td>Chapter 5 – Network Design in the Supply Chain</td>
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<td>Chapter 6 – Network Design in an Uncertain Environment</td>
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<td>Chapter 7 – Demand Forecasting in a Supply Chain</td>
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<td>Chapter 8 – Aggregate Planning in the Supply Chain</td>
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Midterm Exam

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<tr>
<td>Chapter 10 – Managing Economies of Scale in the Supply Chain: Cycle Inventory</td>
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<tr>
<td>Chapter 11 – Managing Uncertainty in the Supply Chain: Safety Inventory</td>
</tr>
<tr>
<td>Chapter 13 – Sourcing Decisions in a Supply Chain</td>
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<td>Chapter 16 – Coordination in the Supply Chain</td>
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<td>Chapter 17 – Information Technology and the Supply Chain</td>
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<tr>
<td>Enterprise Resource Planning and SAP R/3</td>
</tr>
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<td>Chapter 18 – E-Business and the Supply Chain</td>
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*Project Presentations* - 7:00 - 9:45 p.m., Thursday, December 8