Instructor: Rong (Rachel) Chen, 3208 Gallagher, 530-752-7619, rachen@ucdavis.edu
Class Schedule: Wednesday 6:00-9:00 pm MC-2206

COURSE DESCRIPTION
Matching supply with demand is a primary challenge for a firm: excess supply is too costly, inadequate supply irritates customers. Matching supply to demand is easiest when a firm has a flexible supply process, but flexibility is generally expensive. In this course we will learn (1) how to assess the appropriate level of supply flexibility for a given industry and (2) explore strategies for economically increasing a firm’s supply flexibility. Lastly we will study coordination and incentives across multiple firms in a supply chain. While tactical models and decisions are part of this course, the emphasis is on the qualitative insights needed by general managers or management consultants. We will demonstrate that companies can use (and have used) the principles from this course to significantly enhance their competitiveness.

TEXTBOOK
We will use a custom textbook (ISBN 9781121426344) that contains Chapters 11, 12, 13, 14, 16 of the book, Matching Supply With Demand: An Introduction to Operations Management, by G. Cachon and C. Terwiesch, 2nd edition. Textbook is available at UC Davis Bookstore.

COURSE PACKET
The course packet includes six cases, two articles, as well as two chapters (Chapters 6 and 12) from the book Operations Strategy: Principles and Practice, by Jan A. Van Mieghem, 1st edition (2008), which covers the topic of global sourcing and operational hedging. The course packet is available at study.net.

GRADING
40 % Group Case Reports
20 % Class Participation
10 % Homework
30 % Final Exam

Group Case Reports: (40%)
Four group case reports are due with regard to the specific cases as identified in the syllabus. The reports should answer the questions assigned with the case (to be posted), with a brief summary. Reports are due at the beginning of the class. Please submit hardcopy only.

Class Participation: (20%)
Each student group needs to present a case to the entire class. Before presentation, please submit the powerpoint slides. Grading of case presentation will be based on content and presentation skill (10%).

General in-class participation also accounts for 10% of the final grade. I welcome active discussion and sharing of relevant readings, which contribute to the learning of the entire class.

Homework: (10%)
There will be four homework assignments, which are designed to help you review the quantitative material covered in class. Homework is due at the beginning of the class. Late homework will receive half credit. Please submit hardcopy only.
## Supply Chain Management – Class Sessions

<table>
<thead>
<tr>
<th>SESSION</th>
<th>DATE</th>
<th>TOPIC AND READINGS</th>
<th>ASSIGNMENT DUE</th>
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| 1       | 4/3    | Introduction and the Newsvendor Model  
Text: Chapter 11                                                                    |                                       |
| 2       | 4/10   | Case: L.L. Bean  
The Newsvendor Model (Cont’d)  
Text: Chapter 11                                                                    | Group Case Report (L. L. Bean)         |
| 3       | 4/17   | Quick response with reactive capacity  
Text: Chapter 12  
Case: Dell                                                                        | Hwk#1 (Q11.6)                         |
| 4       | 4/24   | Case: Sport Obermeyer  
Mass customization and make-to-order  
Text: Chapter 12                                                                    | Group Case Report (Sport Obermeyer)    |
| 5       | 5/1    | The Order-up-to Model  
Text: Chapter 13                                                                    | Hwk#2 (Q12.6)                         |
| 6       | 5/8    | Case: Hewlett Packard  
Global networks and sourcing  
Game: Mexico or China? Managing a Global Network  
Reading: Capacity Location, Global Networks and Offshoring (Chapter 6 of OS) | Group Case Report (HP)                 |
| 7       | 5/15   | Global network valuation  
Managing risk in operations  
Text: Chapter 14                                                                    | Hwk#3 (Q13.6)                         |
| 8       | 5/22   | Operational Hedging: Capacity Portfolio and Selection  
Case: Seagate Technology  
Supply chain contracting  
Text: Chapter 16                                                                   | Group Case Report (Seagate)           |
| 9       | 5/29   | The Beer game (attendance required)  
The Bullwhip effect  
Triple-A Supply Chain  
Reading: Triple-A Supply Chain                                                       | Hwk#4 (Q14.7, Q16.3)                  |
| 10      | 6/5    | Case: Flextronics  
Uses of RFID in supply chains  
Case: RFID at the Metro Group  
Internet retailing  
Reading: What Is the Right Supply Chain for Your Products?                           |                                       |
| Final   | 6/12   |                                                                                   | 6:00 – 9:00 pm                        |

*The course schedule is subject to change.

Cases for presentation:  
Dell  
Flextronics  
RFID at the Metro Group