Syllabus

MGP 282: Supply Chain Management

**Instructor:** Rong (Rachel) Chen, 3208 Gallagher, 530-752-7619, rachen@ucdavis.edu

**Class Schedule:** Saturday* 9:00-11:50 am, 1:00-4:00pm, UCDMC Education Building MC-2205

*On the first day of the class (7/28/2012), we will meet the afternoon session only because some students are scheduled to take final exam for another class in the morning.

**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.

**COURSE PACKET:**

We will use a custom textbook for this course (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.

We will also use nine cases and three articles, which are available at study.net.

**GRADING:**

- 30% Group Case Reports
- 30% Class Participation
- 10% Homework
- 30% Final Exam

**Group Case Reports: (30%)**

Three (3) 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: (30%)**

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%).

For each presented case, two other groups are assigned to provide critics. Grading of critics will be based on its relevance and effectiveness (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 (4) 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       | 7/28 | Introduction and the Newsvendor Model  
                   Text: Chapter 11 |                |
|         | 1 - 4PM | |                |
| 2       | 8/4  | Case: L.L. Bean  
                   The Newsvendor Model (Cont’d)  
                   Text: Chapter 11 | Group Case Report  
                   (L. L. Bean) |
| 3       | 8/4  | Quick response with reactive capacity  
                   Text: Chapter 12  
                   Case: Dell |                |
| 4       | 8/11 | Case: Sport Obermeyer  
                   Mass customization and make-to-order  
                   Text: Chapter 12 | Group Case Report  
                   (Sport Obermeyer)  
                   Hwk#1 (Q11.6) |
| 5       | 8/11 | The Order-Up-to Model  
                   Text: Chapter 13 |                |
| 6       | 8/18 | Case: Hewlett Packard  
                   Managing risk in operations  
                   Text: Chapter 14 | Group Case Report  
                   (HP)  
                   Hwk#2 (Q12.6, Q13.6) |
| 7       | 8/18 | Managing risk in operations (Cont’d)  
                   The Beer game (attendance required)  
                   Case: Barilla |                |
| 8       | 8/25 | Supply chain contracting  
                   Text: Chapter 16  
                   Case: Flextronics  
                   Reading: Triple-A Supply Chain | Hwk#3 (Q14.7) |
| 9       | 8/25 | Internet retailing  
                   Case: Zappos |                |
| 10      | 9/1  | Supply chain for new product  
                   development  
                   Case: Xbox  
                   Supply chain for luxury goods  
                   Case: Diamond retailing  
                   Reading: What Is the Right Supply  
                   Chain for Your Products? | Hwk#4 (Q16.3) |
| Final   | 9/1  | 1 - 4PM |                |

*The course schedule is subject to change.*