

# OPMGT579, Fall 2020

Global Supply Chain Management

Professor Masha Shunko

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Class time: Wednesdays, 6 - 9:20 pm, Zoom

Office hours: Mondays, 7 - 8 pm, Zoom

## Overview

As firms seek to improve their global competitive positioning, they must consider a variety of factors in determining their supply chain strategies. These factors include proximity to relatively cheap inputs, benefit of locating near major markets, building of strategic alliances to acquire technological and competitive knowledge, etc. We will learn to make strategic and operational decisions to design and manage a global supply chain: where to locate facilities, where to source from, how to coordinate worldwide operations to enhance performance, how to manage risk, how to embrace sustainability challenges, and how to account for relevant legal and tax issues.

## Course learning objectives

Specific skills learned in this course include:

- Be able to identify major decisions involved in SCM, explain how they come together, and find examples of these decisions in practical applications
- Identify challenges faced by global supply chains in modern world
- Understanding basic principles and methods of forecasting
- Design and optimize effective global supply networks
- Classify risks and understand various risk management frameworks
- Apply quantitative techniques to risk measurement
- Apply a risk/profit allocation tradeoff to build a tax-effective supply chain
- Optimize a global supply chain considering international trade regulations

## Course materials

1. HBSP coursepack with readings and cases ([GEMBA students: please use the separate link sent by email](#));
2. Class slides (posted on Canvas on the day of each lecture);
3. Additional readings/articles to be posted occasionally on Canvas, I will send you a notification in such cases.

## Course delivery

Remote environment brings in additional challenges for all of us. To ease the learning process for you, I designed this course to include:

1. Synchronous class meetings that will include lectures, presentations by guest speakers, discussions, break-out room activities, sustainability debate, and an innovation workshop;
2. Asynchronous class material including videos where I cover several course topics followed up by assignments to check your understanding.

We will always start class at 6 pm on Zoom. During the weeks where you have material to cover asynchronously, we will end early. Links are provided at the top of this syllabus and also in your calendar.

Please see the course schedule for additional class details.

## Class teams

Many activities in this class will be conducted in teams. Please form teams of 5 students.

Several things to consider when forming teams:

1. We have students from 3 different programs in this class (FT MBA, Evening MBA, and GEMBA) - while not required, I highly encourage you to form teams with students across programs - you will meet new people and will get new perspectives;
2. Note that this quarter some of you are in different time zones than others, which may be useful to think about when putting your team together.

Here is a Google sheet to help you with team formation. Note that you need to log into Google with uw.edu address to access it. Put your name/email/program/location down in one of the prepared Team slots and others will join you.

## **Case assignments**

For case assignments, please follow the instructions and questions posted on Canvas. All case assignments are to be done in your teams. There is no need to write an additional executive summary, conclusion etc. for your cases in this class. Please upload the file with your solution (one submission per team) to Canvas.

## **Global Supply Chain Management Game**

In the last week of class, you will play a global supply chain simulation game online. You will be able to access the game and all required information through a separate HBSP coursepack. We will debrief the game during the last class. You will need to submit a write-up describing your strategy and how you would do it differently if you were to play the game again - see the corresponding assignment for more guidelines.

## **Quizzes**

Almost every week, there will be a quiz on Canvas, the quizzes have about 5-10 questions each and are designed to test your understanding of basic terminology and concepts, and your ability to perform short calculations introduced in class and in readings. The quizzes are timed - you have 30 minutes to finish the quiz after you've opened it. The quizzes are to be done individually. The quizzes become available after class on Wednesday at 9 pm and are available until 11:59 pm on following Sunday - late submissions or re-takes are not allowed.

## **Homeworks**

Homeworks are to be done and submitted individually. All HWs are due on Wed nights 2 weeks following the class when it was assigned.

1. Forecasting homework - tests your ability to apply one of the forecasting models covered in class to a sample problem, to assess how good the models are, to test model sensitivity, and to be able to recommend the best model after completing your analysis. You will perform the analysis in Excel.
2. Individual Assignment: Warehouse Location Homework, Class 4, Part 1 and Individual Assignment: Warehouse Location Homework, Class 4, Part 2 test your ability to create and solve an optimization model to find the least costly distribution plan using Solver and tests

your ability to create a visual map of the solution(s) in Tableau to gain additional insights about your solution and enhance the model.

3. Risk Management homework - tests your understanding of tail measures, your ability to calculate tail-based risk measures, and illustrates how tail-based metrics can be used to select projects. The calculations can be done manually or in Excel.

No late assignments will be accepted. Please follow instructions on Canvas regarding what forms and files to submit. You will have two weeks following the class, in which we cover the material, to complete each homework.

## Reflections on guest speakers' presentations

Following each guest speaker presentation, please post your reflections on what did you find to be the most interesting (new, insightful, surprising) aspect of the talk on the corresponding Discussion board. After you are done with yours, read what your peers have written and comment/ask questions about others' posts.

## Participation

Participation this year includes participation during synchronous sessions and participation on the Discussion Boards.

## Course grading

Activity	Grade weight	Type
Case Assignments	12%	Team
SCM Game Report	10%	Individual
Homework	30%	Individual
Quizzes	10%	Individual
Innovation workshop	18%	Team

Reflections on guest speaker presentations	10%	Individual
Participation	10%	Individual
Total	100%	

## Teamwork

For team assignments, I expect every team member to contribute to the final product in a fair way (this applies to case assignments and course project).

At the end of the course, I will ask every student to confidentially evaluate other team members' contribution to the team projects. These evaluations will be considered in grading of all team-based work.

## Course schedule

Please see Canvas for detailed course schedules.

## Academic integrity

Please treat the program, your classmates, your instructors, and yourself with respect at all times. When working in teams, collaboration *within* the group is expected and encouraged, however, each team should work independently and submit their own work (not borrowing from other teams or from other, potentially online, resources).

## Course policies

This course relies on active student participation. If a student comes to class late, unprepared, and/or is distracted by the use of electronic devices, the student cannot effectively participate in class discussions and the participation grade will reflect that.

Late case assignments will not be accepted.

## Religious holidays accommodations

Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for

organized religious activities. The UW's policy, including more information about how to request an accommodation, is available at [Religious Accommodations Policy](#). Accommodations must be requested within the first two weeks of this course using the [Religious Accommodations Request form](#)